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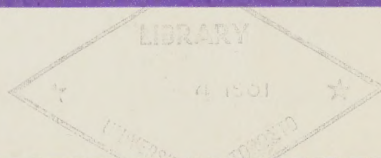
# Annual Report 1980

Public Service Commission  
of Canada

## Volume 1

Public Service Commission  
of Canada

Commission de la Fonction publique  
du Canada



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# Annual Report 1980

**Public Service Commission  
of Canada**

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# Structure of the Commission

## The Commissioners

The jurisdictional powers of the Commission rest with the three Commissioners—one Chairman and two members—each of whom is appointed by the Governor in Council for a 10-year term with the status of deputy head. Together, the Commissioners set the overall policy in accordance with the *Public Service Employment Act*. The chief executive officer is the Chairman. A majority of the Commissioners constitutes a quorum.

## Appeals and Investigations Branch

Establishes independent boards to hear appeals by public servants against alleged breaches of the *Public Service Employment Act* and Regulations in such matters as promotion, demotion and release. Decisions of appeal boards are final and binding on the parties and on the Commission and can be set aside only by the Federal Court. Investigates complaints alleging discrimination in the Public Service from both employees and applicants for employment; plays the historic role of ombudsman and deals with complaints received from employees alleging harassment or unfair administrative treatment on the job; investigates complaints of questionable staffing activities brought to its attention by any source and other complaints concerning personnel matters generally. The registrar of the branch receives, reviews, classifies, allocates and follows up all appeals and complaints received and deals with enquiries relating to the work of the branch.

## Audit Branch

Carries out cyclical audits of staffing activities in all departments and agencies that come under the *Public Service Employment Act*, including the Staffing Branch. Engages in special studies and conducts project audits on specific aspects of the staffing system and recommends changes where appropriate to improve the effectiveness of staffing in the Public Service.

## Secretariat Services Directorate

Carries out a corporate policy planning and co-ordination role on behalf of the Commissioners. Responds to requests for information from members of Parliament. Assures the flow of current business of the Commission.

## Corporate Systems and Services Branch

Promotes and co-ordinates departmental management systems through the operations of the following directorates: administration, information and management systems, corporate systems and analysis, finance, information services, personnel and internal audit.

## Staffing Branch

In accordance with the *Public Service Employment Act* and the Commission's policies and directives, establishes staffing policies and procedures, selection standards and administrative procedures for Commission and departmental staffing. Is responsible for recruitment and referral of external candidates; performs staffing activities not delegated to departments; and oversees departmental staffing activities to ensure application of the Act and Regulations. Co-ordinates those parts of the official languages policy for which the Commission is responsible, determines linguistic standards for bilingual positions, and tests linguistic competence of candidates and incumbents. Responsibilities include the Career Assignment Program, the Office of Equal Opportunities for Women, and the Office of Native Employment, as well as human resources planning.

## Senior Executive Programs Branch

In accordance with the *Public Service Employment Act* and the Commission's policies, establishes policies and systems for the recruitment and selection of individuals for senior executive positions in the Public Service of Canada; and performs planning, counselling and staffing for senior executives, as these are non-delegated activities. Responsibilities include the Interchange Canada and International Assignments Program, senior executive resource planning, and policy and systems development.

## Language Training Branch

Provides basic language training to employees on the Commission's or the client's premises. Designs and conducts specialized and developmental courses for departments and agencies. Gives advice and assistance to clients in various areas of language training: development of teaching materials to meet specific needs; program evaluation; needs analysis; consultation; testing and orientation of language trainees. The branch is essentially at the service of departments and agencies which, since 1977, have had the responsibility for ensuring the language training of their employees.

## Staff Development Branch

Provides executive, professional, managerial and supervisory training to public servants throughout Canada in response to departmental demand, by providing individualized learning activities, standard courses or training events custom-designed to suit the specific job requirements of a particular department or group of departments. Is also responsible for the Northern Careers Program.



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## Introduction

This report on the 1980 operations of the Public Service Commission and their impact on the federal Public Service is the fifth Annual Report of the present Commissioners. The review of Public Service staffing and related personnel management developments, trends and issues contained in the following chapters is intended to provide the Parliament of Canada with a full account of the manner in which we have carried out the responsibilities that flow from the mandate given to the Commission by legislation and those that derive from Government policies.

Our Annual Report attempts not only to provide an overview of the staffing systems and the actual use made of these systems by the deputy heads and their managers, the Public Service Commission itself, and public servants generally, as well as their bargaining agents, but also, and perhaps more importantly, to explain the Commission and Government policies they must serve. This more global approach is intended to give the reader a comprehensive picture of Public Service staffing and related personnel management rather than give an account strictly limited to a narrow definition of the areas under the exclusive jurisdiction of the Public Service Commission. We believe this approach to be more informative and thus more useful, although there is an inherent risk that clear lines of accountability for the exercise of the complex functions of staffing and related personnel management may not be self-evident. In this regard, readers of this Report may find it helpful to review its content against the background of the following considerations.

Accountability of the Public Service Commission is a pluralistic concept, as explained in Chapter 1 of our 1978 Annual Report, and it would be inappropriate to think in terms of simple and single lines of accountability. Public Service staffing and related management functions involve a complex network of policies, systems and processes that interact in their conception and development, as well as in their execution.

The primary responsibility of the Public Service Commission is to ensure that appointments to and within the Public Service are based on merit, i.e., on processes designed to ensure an objective evaluation of a person's qualifications for the job to

be performed, and that selections are free from discrimination on the basis of sex, race, national origin, religion, colour, marital status or age. In order to ensure that the Commission was empowered to carry out its mandate effectively, Parliament granted it the exclusive authority to make appointments under the *Public Service Employment Act*, and directed that its staffing systems meet specific requirements designed to protect certain rights of candidates and employees, and generally to ensure fair treatment in all staffing practices. In recent years the Commission has made more explicit certain other basic principles, in addition to merit and equity, to be served by its staffing system, namely: the efficiency and effectiveness of departmental operations, the sensitivity and responsiveness of the administrative machinery of Government to the public it serves, and effective equality of access to the Public Service of Canada for all Canadians.

This mandate of the Public Service Commission makes us responsible and accountable for such elements of the staffing systems and processes as the following: recruitment and referral activities; guidelines establishing minimum areas of competition; rules concerning appointment under the competitive process and without competition; selection standards; guidelines concerning appeal rights; the administration of the appeals and investigations processes.

We are also responsible for ensuring that all selections made by managers, and the appointments which follow, whether or not made under delegated authority, comply with the relevant processes and guidelines.

In addition, the Public Service Commission has assumed various responsibilities in support of Government policies related to employment in the Public Service. These include areas such as managerial and professional training, official languages policies, and programs aimed at increasing participation in the Public Service of certain groups such as francophones, women, natives and handicapped persons. In carrying out its statutory responsibilities, the Commission touches on all of these areas; however, we have agreed to carry out certain activities related to various aspects of these programs recognizing that the Government, and more specifically Treasury Board Canada, as employer, is the locus of responsibility and accountability.

ity. For example, our equal opportunity and training and development programs, including language training, are carried out in accordance with terms and conditions established by Treasury Board policies. In these areas the Public Service Commission is expected to and does participate in policy development (even if only to ensure compatibility with the *Public Service Employment Act*).

Finally, when considering the accountability of the Public Service Commission, it is essential to bear in mind the all-important role played by the deputy heads and their teams of managers. They are in fact the main players in Public Service staffing and related personnel management, and their performance determines the effectiveness with which these activities are carried out. For example, it is the manager who sets the working climate, a factor so important in regard to the participation of under-represented groups; it is the manager who determines whether positions are to be staffed on a part-time or full-time basis, decides whether term or indeterminate positions will be filled, selects the persons to be appointed, identifies training and development needs and the means to meet them, appraises employees' performance and makes recommendations on release. These activities are carried out within a framework laid down by either Treasury Board Canada or the Public Service Commission and are subject to review and audit.

This report is an account to Parliament of the Public Service Commission's stewardship over the past year, with particular emphasis on the modifications made to improve the systems used by managers to hire, develop and deploy staff. We continue to recognize that the degree to which our policies have the desired effect is mainly attributable to the quality of management in the Public Service and as a consequence we have endeavoured to ensure that managers are aware of their responsibilities in this regard.

Once again, we wish to acknowledge the dedication of the Commission staff, as well as the contribution of deputy heads and their assistants and that of staff association officials and bargaining agents. We also wish to acknowledge the close co-operation with Treasury Board Canada during 1980.



## Staffing the Public Service

### Facts to Note

- The number of employees increased slightly to 268 139 in 1980 from 266 865 in 1979.<sup>1</sup>
- Promotions rose to 33 503 in 1980 from 27 077 in 1979.
- Appointments to the Public Service numbered 18 256, up from 15 293 in 1979.
- Reclassifications numbered 6 203, down from 7 149 in 1979.
- Interdepartmental transfers increased: 5 619 in 1980 compared to 5 176 in 1979.

Staffing operations in 1980 continued to reflect the austerity of recent years, although there was some measurable increase in activity. There was evidence of increased job opportunities as well as renewed emphasis on the benefits of lateral movements.

The Public Service Commission undertook a series of steps to improve the efficiency of the staffing system and to render a better account for the effectiveness of that system.

### Improving Staffing Practices

The efficiency/effectiveness equation in staffing is complex. While there is a definite need to ensure that staffing systems facilitate the acquisition, deployment or promotion of individuals in a timely manner, considerable care must be taken to ensure that qualified persons are appointed. As a result, there are occasions when efficiency considerations are balanced in favour of achieving more effective results. This is particularly true when appointments are being made to positions that have specialized knowledge or skill requirements. For example, in 1980, the Public Service Commission, at the request of the Comptroller General, modified selection standards for the Financial Administration group to require successful completion of a knowledge test prior to appointment at certain levels. This adds some time to the staffing process but is more effective in ensuring the competence of persons selected.

1. All statistics in this report are based on year-end data unless otherwise specified.

**Table 1**

Variation in the Public Service population between 1979 and 1980

Occupational category	1979	1980	Variation	
	No.	No.	No.	%
Senior Executive <sup>a</sup>	1 339	1 309	-30	-2,2
Scientific and Professional	22 038	21 460	-578	-2,6
Administrative and Foreign Service	50 287	51 539	1 252	2,5
Technical	25 733	25 918	185	0,7
Administrative Support	67 720	68 169	449	0,7
Operational	99 621	99 555	-66	-0,1
<b>Total<sup>b</sup></b>	<b>266 865</b>	<b>268 139</b>	<b>1 274</b>	<b>0,5</b>

<sup>a</sup>Excluded from the total are 90 SXs in 1979 and 38 in 1980.

<sup>b</sup>Includes 217 employees in 1979 and 227 in 1980 of the Public Service Staff Relations Board, and other employees whose positions have not been converted to one of the six occupational categories.

Source: PSC Senior Executive Information System (Senior Executive Category) and Department of Supply and Services (all other categories).

The Commission has concluded the first of a number of "speed of staffing" studies for the establishment of expected time frames within which processes of personnel selection should be finalized. The time frames were developed in light of legislative, regulatory or procedural requirements. The models identify the required time for component steps in the staffing process and will serve to evaluate the impact of policy changes in terms of the efficiency of the staffing process.

Closed poster competition efficiency has been improved with completion this year of the Automated Notice System that uses a Canada-wide electronic telecommunications network for distribution of notices of job opportunities. The system is now fully operational and cost reductions have been effected in the range of 5 000 000 \$ a year in comparison to the cost associated with posting notices prior to the introduction of this system.

The Commission, together with Treasury Board Canada and other departments<sup>2</sup>, has continued its efforts both to reduce the information reporting burden imposed on departments and to rationalize the personnel data systems of the central agencies. Following a study, it was determined that the Commission, by using pay system data, no longer requires departments to submit a notice of separation form for each termination from the Public Service. This requirement thus will be eliminated shortly and in effect will mean 40 000 fewer forms will be filled, sent to the Public Service Commission and keypunched each year.

In terms of effectiveness, the Commission has continued, with departmental participation, to review and improve selection standards for various groups and levels of positions. Departments now have been given the authority to apply their own standards with regard to levels of proficiency for data conversion operators in the Data Processing group in recognition of the fact that the technology is changing too quickly for the Commission to lay down standards that will recognize the wide range of equipment in use and the degrees of proficiency required.

In the Commission's Staffing Officer Certification Program, more emphasis is being placed on selection techniques in recognition of the need to stress the concept of service to managers and assist them in meeting their program objectives.

After the official languages policy was revised in 1977, departments substantially

raised the level of language requirements for bilingual positions; as a result, many employees were faced with the necessity of enhancing their knowledge of their second official language. The proportion of employees who meet the new language requirements for their positions has increased again this year—83,8 per cent, compared with 76,7 per cent in 1979 and 70,2 per cent in 1978 (see Table 2). Since 1977, because of their proficiency in French and English, 5 000 employees were given indeterminate exemptions by the Commission from obligatory periodic testing of their knowledge of their second official language. These employees are an important resource pool on which the Administration can draw in order to reach its official language objectives. This exemption program has encompassed all officer level categories. The Commission has put into place the mechanisms needed to exempt qualified employees in the Administrative Support Category in 1981.

In the same vein, bilingual positions staffed on an imperative basis, for which incumbents must possess the required level of proficiency in the second language before taking up their duties, now represent 4,4 per cent of the total of indeterminate appointments as compared to approximately 3 per cent in 1979. To give depart-

ments greater management control over their human resources, the Commission will empower the departments themselves to authorize the staffing of positions on an imperative basis beginning in the fall of 1981. This delegation of authority will be made directly to the deputy heads, who thus will be able to ensure uniform interpretation of the Commission's authorization criteria. In the case of decentralized departments, the deputy head will be able to subdelegate this authority to senior managers occupying positions in the administrative regions concerned. The Commission will monitor this undertaking closely and will see to it that any modifications required are made to this delegation of authority.

Introduced for purposes of efficiency and effectiveness in the mid 1970s, the previous practice of quoting salary bands within which prospective candidates' salaries must occur for admission to job competitions was discouraged progressively. It was seen to be excluding candidates from lower levels, particularly in jobs traditionally done by women, who, apart from salary considerations, were otherwise fully qualified for vacancies at higher

2. Henceforth in this report, *department* means departments and agencies.

**Table 2**  
Incumbents in bilingual positions, and whether they meet the linguistic requirements of their position, 31 December 1980

Occupational category	Linguistic requirements							
	Meet		Do not meet				Total	
			Not required to meet <sup>a</sup>		Required to meet			
No.	%	No.	%	No.	%	No.	%	
Senior Executive	798	77,5	178	17,3	54	5,2	1 030	100,0
Scientific and Professional	5 366	83,0	827	12,8	275	4,3	6 468	100,0
Administrative and Foreign Service	16 534	85,4	2 134	11,0	687	3,5	19 355	100,0
Technical	3 869	81,6	765	16,1	109	2,3	4 743	100,0
Administrative Support	14 066	83,8	2 058	12,3	662	3,9	16 786	100,0
Operational	4 104	81,5	794	15,8	138	2,7	5 036	100,0
<b>Total<sup>b</sup></b>	<b>44 847</b>	<b>83,8</b>	<b>6 766</b>	<b>12,6</b>	<b>1 932</b>	<b>3,6</b>	<b>53 545</b>	<b>100,0</b>

<sup>a</sup>Incumbents authorized by the Exclusion Order to occupy a bilingual position without meeting its linguistic requirements, although some incumbents may express the willingness to meet them. In addition to these unilingual incumbents, the group consists of bilingual employees whose proficiency is lower than the requirements of the position.

<sup>b</sup>Includes 127 bilingual positions that have not been converted to one of the six occupational categories.

Source: Department of Supply and Services.



levels. Of some 900 posters issued over a period of three months in 1980, only nine made reference to salary. At year's end a Supreme Court judgement determined that salary is not a bona-fide element that may be used in the definition of areas of competition, and staffing practices are being modified accordingly.

Tailoring to the circumstances of particular departments the terms and conditions under which appointment authority is delegated will improve the efficiency and effectiveness of staffing. However, further improvements may result from changes to two Public Service-wide policies that have been under examination in 1980.

Recent Federal Court decisions (see Chapter 6) have emphasized the need to address the subject of employee transfers, and particularly, the prerogatives of managers to transfer employees for good administrative reasons. At present, because transfers are defined as appointments, the resultant delays in processing what is frequently no more than a change of record with no change of department or work place, class, level or salary have created an undue administrative burden on management. A policy decision as to what types of transfers constitute an appointment will be made in early 1981.

Consideration is being given to permitting departments to acquire resources to meet short-term requirements (less than six months) without applying all of the existing procedures. At the same time, the question of whether such persons should be eligible to enter competitions restricted to regular public servants is being examined in consultation with the bargaining agents and departmental managers.

In addition to the Interdepartmental Committee on Personnel Policies for Managers referred to in Chapter 2, two other committees particularly are important in ensuring sensitivity to the needs of departmental managers and unions and that changes resulting from Commission initiatives are in line with other personnel policies. The Joint Consultation Committee, comprised of representatives from the Commission, departmental management and unions, provides for an exchange of views on existing practices and proposed changes in all matters relating to the *Public Service Employment Act*. There were four meetings of the Joint Consultation Committee in 1980. The Advisory Council on Personnel Policy provides a forum for discussion of personnel policies between departments and central agencies; it is co-chaired by the Public Service Commission and Treas-

ury Board Canada and has members from major departments. The Advisory Council on Personnel Policy convened on seven occasions in 1980.

### Equity in Staffing

The need for equity in staffing practices and policy is implicitly derived from the trust accorded the Commission to ensure that appointments are based on merit and that the interests of the Public Service are paramount.

To this end, the Commission maintains a service whereby employees seeking transfer can be registered and considered when suitable opportunities occur. This provides managers with ready access to qualified available employees in whom there has often been considerable investment in terms of training and who possess valuable acquired knowledge and experience. Particularly in times of continuing restrictions in job opportunities, this opens up an alternative career path for employees who might perceive their present work as presenting limited opportunity for advancement or job satisfaction. Some 600 employees obtained transfers as a result of this service in 1980.

In addition, there is special consideration accorded employees faced with lay-off as a result of a lack of work or the discontinuance of a function. Employees declared surplus or laid off are considered for vacant positions through the Priority Clearance System, which ensures that no positions can be filled until consideration has been given to such employees. This system, started in 1979, is designed to

provide every available opportunity for re-appointment in the Public Service of those employees who have been placed on priority status. To date, 3 700 persons have been suitably re-appointed, whereas it is probable that only 500 or fewer would have been re-appointed if the system had not been put into place. In 90.0 per cent of the cases a clearance number, needed to authorize staffing, is assigned within two days of the request being made. At year's end, 2 192 persons entitled to priority status were registered in the system and will be considered for appropriate vacancies as they occur (see Table 3).

Equity in making appointments is often linked to the actual posting of notices, as this permits potential applicants to take an active part in selection processes. In 1979, the Commission put certain constraints on the use of the "without competition" process to make appointments, thereby encouraging the use of poster competitions in the interest of equity. As a result, the use of the "without competition" method (excluding reclassifications) declined during 1980 to 44 679 out of 105 061 from 48 653 out of 98 756 in 1979. Despite the limitations imposed, the Commission recognizes that, in some instances, "without competition" appointments are fully warranted, for example, in highly specialized work areas; therefore, some flexibility has been provided to departments, but this area is monitored to ensure that the principle of equity is preserved. Other internal staffing methods, such as the use of employee inventories, have also shown a decline in favour of the posting of notices.

**Table 3**

Employees having priority status as of 31 December 1980

Lists in order of priority	Number of employees		Total
	Available	Unavailable <sup>a</sup>	
Leave of absence — returnees/replacements	40	18	58
Ministerial staff	0	2	2
Lay-offs			
• reorganization	187	75	262
• privatization	350	899	1 249
• decentralization	36	32	68
Surplus			
• reorganization	324	40	364
• privatization	6	23	29
• decentralization	65	63	128
Unsuccessful language training	31	1	32
<b>Total</b>	<b>1 039</b>	<b>1 153</b>	<b>2 192</b>

<sup>a</sup>Entitled to, but not exercising, staffing priority.

Moreover, appointments without competition from within the Public Service are subject to appeal by every person whose opportunity for advancement, in the opinion of the Commission, has been prejudicially affected. The number of requests for opinions increased from 14 in 1979 to 37 in 1980.

In the same vein, an analysis of complaints received from the Commissioner of Official Languages from employees and the general public, regarding the use of official languages in the staffing process, has been completed. Results indicate that, in 1980, some 126 complaints were founded in cases involving delegated staffing authority. In light of the total number of selection processes, which exceeded 90 000, the proportion was insignificant; however, in every instance, corrective action was undertaken.

Finally, special steps have been taken to modify the effect of problems associated with decentralization of government functions. These are: to encourage local participation in these relocated functions; and to allow relocated employees, as in the case of the Department of Veterans Affairs, to enter job competitions in the National Capital Region for three years after relocation.

The Commission will open offices in St. John's, Newfoundland and Charlottetown, Prince Edward Island, by the spring of 1980. This will be done in accordance with the Government's request that the Commission provide all provinces with direct public access to its services.

### Post-Secondary Recruitment

In 1980, the Public Service Commission realigned its Post-Secondary Recruitment Programs for university and college graduates, in response to ever-increasing demands from departments for specialist graduates in professional as well as technical fields. As a result, recruitment efforts were targeted towards university graduates specialized in financial administration, business and public administration, commerce, computer science, engineering and library science, and college graduates specialized in electronics and computer technology, as well as drafting and design.

The target recruitment effort directed towards university graduates in specific academic disciplines substantially decreased the number of applications received from university graduates to 7 825 in 1980 as compared with 18 690 in 1979. Although the decrease is significant,

the Public Service Commission achieved its recruitment targets for all of the specialist recruitment areas. A total of 443 university graduates were appointed in 1980, a decrease from 656 university graduates appointed in 1979. Of those graduates appointed in 1980, 24.8 per cent were francophone and 40.0 per cent were women.

Community college and CEGEP recruitment activity resulted in 1 598 applications from graduates in specialized technical fields in 1980, a substantial reduction from the 2 207 applications received in 1979, again the result of the target group approach to recruitment. In 1980, a total of 256 community college and CEGEP graduates were appointed. Of these, 30.9 per cent were francophone and 32.4 per cent were women.

A total of 24 739 applications were received in 1980 from post-secondary students seeking summer employment relating to their academic training through the Career-Oriented Summer Employment Program (COSEP). The number of applications received in 1980 declined by 1 374 from the 26 113 applications for summer employment received in 1979. A total of 1 151 students obtained career-oriented summer employment in 1980 as compared to 1 804 in 1979. Of the 1980 appointees, 24.7 per cent were francophone and 38.1 per cent were women. The Student Customs Officer Summer Program hired 549 students in 1980 as compared to 578 in 1979.

The Commission continued to be actively involved in supporting cooperative education and internship programs in 1980. The opportunity to alternate academic terms with practical work assignments affords co-op students a unique educational experience. In 1980, 668 cooperative and internship students were employed by the Public Service, an increase of 23.2 per cent over the 542 students employed in 1979.

**Table 4**

Number of black people appointed to the Public Service in the Halifax-Dartmouth area, 1976 to 1980

Occupational category	1976	1977	1978	1979	1980	Total
Senior Executive	0	0	0	0	0	0
Scientific and Professional	0	0	2	0	1	3
Administrative and Foreign Service	4	4	1	3	4	16
Technical	0	0	0	0	1	1
Administrative Support	8	12	8	15	41	84
Operational	38	40	44	36	38	196
<b>Total</b>	<b>50</b>	<b>56</b>	<b>55</b>	<b>54</b>	<b>85</b>	<b>300</b>

### Equality of Access

The *Public Service Employment Act* states unequivocally that the Commission "shall not discriminate against any person by reason of sex, race, national origin, colour or religion." Accordingly, and in support of specific Government policies, the Commission has continued its endeavours to remedy the low participation of certain groups at various levels in the Public Service. Chapter 4 provides an analysis of the situation of native people in the Public Service while Chapter 5 describes the participation of women in 1980.

#### Black Employment Program

In 1973, the Commission's then Atlantic Regional Office established the Black Employment Program. This began a long-term effort to redress the historically rooted disadvantages of the black community in Nova Scotia. Since then, continuous measures have been taken to eliminate barriers to its full participation in the Public Service.

In April 1980, the Chairman of the Commission met with Nova Scotia black community representatives and officials of the federal and provincial human rights commissions and federal government departments. The meeting resulted in acceptance of a plan of action aimed at improving the participation of the Nova Scotia black population in the Public Service.

The number of appointments in 1980 rose to 85, compared with 54 in 1979. Since the program was introduced in 1973, 377 blacks have been appointed to the Public Service (see Table 4 below).

#### Employment of Handicapped People

Within the overall national endeavours being made in the private and public sectors to provide equal opportunity for handicapped people, the Commission has acted this year with other government agencies to remove some of the existing



difficulties, if not outright barriers, facing the handicapped in the areas of recruitment, selection and advancement.

It has developed and promulgated guidelines for the identification, recruitment, and fair and equitable assessment of handicapped candidates, and a co-ordinator of services to handicapped people has been designated in each of the Commission's regional offices. The co-ordinators have access to experts on the problems of handicapped people and regularly advise community associations for handicapped people of current Public Service staffing needs and of special arrangements available to ensure that they receive the fullest consideration.

Through a government policy of permitting the purchase of work-essential technical aids, some 39 departments have agreed to the principle of supplying funds for this purpose. This form of commitment will

help to overcome the problems of employable handicapped people who cannot afford the aids and otherwise would remain unemployed. In the National Capital Region, 158 handicapped people were appointed to administrative support jobs in 1980, compared with 161 in 1979.

#### Participation of Francophones

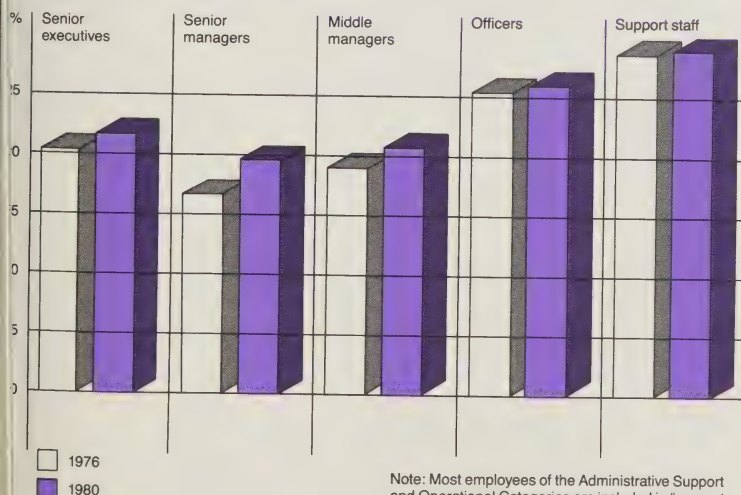
Francophone participation in the Public Service grew to 26,8 per cent in 1980 from 26,5 per cent in 1979. This slight increase is due largely, as discussed in *Annual Report 1979*, to the fact that francophones are leaving the Public Service at a rate of 19,7 per cent, which is considerably lower than their participation rate (see Figure 1 below). The proportion of promotions that involved francophones is down in 1980, 24,2 per cent compared to 25,2 per cent in 1979. It is interesting to note that francophone participation in the Professional and Scientific Category has increased

slightly to 19,4 per cent of employees in this category in 1980 from 19,0 per cent in 1979.

A greater effort has been made to increase the number of francophones recruited. Specifically, advertising in the French language press has been increased from 16 to 34 per cent over the last two years. In addition, the Commission, with Treasury Board Canada, carried out an examination of six departments' application of the principle of equality of access to positions in the Public Service. The Commission sought to determine the extent to which the conditions under which positions were staffed (such as observance of candidates' right to be interviewed in their first official language, language proficiency of the selection board, language of correspondence with candidates, and availability of statements of qualifications in both official languages) had made true equality of access possible for members of both language communities. This undertaking increased departmental awareness of applying the principle of equality of access.

At year's end a task force was established by the Public Service Commission, in collaboration with Treasury Board Canada, to co-ordinate efforts to improve francophone representation in the Scientific and Professional Category, with regard for the most appropriate disciplines in which progress could be made. This will include the identification of Public Service manpower needs, the establishment of good communications with the francophone scientific and professional community, and the availability in the market-place of francophones in the various scientific and professional disciplines. To this end, departments have been requested to participate and give serious support to improved francophone participation.

**Figure 1**  
Participation of francophones by  
organizational level, 1976 and 1980



Note: Most employees of the Administrative Support and Operational Categories are included in "support staff," while all employees of officer categories are distributed among the officer, middle manager and senior manager levels.

Source: Public Service Commission (Senior Executive Category) and Department of Supply and Services (other categories)





## The New Management Category

Ever since its response to the Special Committee on Personnel Management and the Merit Principle, the Public Service Commission has stressed its conviction that the quality of management in the Public Service is a function of the quality of Public Service managers. Thus, since 1977, the Public Service Commission has been on record as a forceful advocate for the establishment of a management category as an essential element of its strategy to achieve high quality management in the Public Service.

Having management personnel spread among several dozen occupational groups, each with its own policies, standards and practices, has limited the Public Service's capacity to design management personnel policies, regardless of whether they are in staffing, training and development, compensation or other areas. It is in this context that the Commission welcomed the announcement by the Government in July 1980 authorizing the organization of such a category as one key element in its strategy to improve managerial effectiveness.

By the end of 1980, the conversion of jobs to the new category was well on its way, with completion expected in the spring of 1981. The end result should be a category of about 4 000 employees currently classified as senior executives or equivalents, or one level below, who are not members of bargaining units. The Government has indicated its intention to expand the category in due course so as to encompass the greater part of the Public Service management cadre.

In anticipation of an affirmative decision on the part of the Government, the Commission, over the past few years, has been working closely with officials of Treasury Board Canada and other central agencies, and departments to prepare policies and operating procedures. This has involved the Commission in designing and testing proposals in such areas as:

- the basis for appointment
- the selection process
- guidelines for entry and promotion
- training
- career counselling
- human resource planning
- information support systems.

The Commission has integrated these areas of activity with similar work being

carried out by Treasury Board Canada. In order to ensure that the new policies and practices take into account the environment of the line departments, all proposals are submitted for review to the Inter-departmental Committee on Personnel Policies for Managers. This committee came into being in 1978 and is chaired jointly by Treasury Board Canada and the Public Service Commission; its membership includes several senior assistant deputy ministers as well as other senior executives from a variety of departments.

### The Basis of Appointment

Since 1977, the Commission has expressed the view that deputy ministers should enjoy greater authority to deploy their management team expeditiously in response to changing circumstances. It has favoured the adoption of appointment-to-level for the new category instead of the current practice of appointment-to-position. A survey published in the final report of the Royal Commission on Financial Management and Accountability indicated a wide measure of support among deputy ministers for this change.

At its simplest, appointment-to-level would enable deputy ministers to deploy their senior staff as they consider most appropriate in light of workload, priorities, internal morale, career development, performance problems, or other legitimate management concerns. Such redeployment actions would not constitute appointments so long as the level of the individual officer was not changed. Except for those cases involving a geographic move, the deputy minister would have the authority to insist on the redeployment. Appointment actions would be required only with respect to decisions to promote into the Management Category, to promote to a higher level within it, or to move to another department.

In effect, appointment-to-level permits the separation of decisions regarding assigning work within a departmental management team from decisions regarding who should be promoted. Seen from another perspective, it would reduce the impact of the staffing system, confining its formal processes, its documentation requirements, and indeed the involvement of the Public Service Commission, to the key selection decisions.

There is considerable uncertainty as to whether appointment-to-level can be introduced as described without amendments to the Act. As a consequence, the Commission has advised the Government of the desirability of such amendments while, for the interim, taking steps to approximate appointment-to-level for the Management Category by using the exclusion approval order provided for in the Act and by delegating some Commission authority to deputy ministers.

### The Selection Process

With the focus of staffing activity moving more and more from redeployments to entry and promotional decisions, the Commission will be negotiating with individual departments as to the process by which selections should be made. Significantly different approaches may be adopted in one department in contrast to another, these approaches reflecting the nature of the department (e.g., a revolving-door central agency, or a highly specialized department with little opportunity to accommodate senior management personnel from other departments); the stage in its evolution (e.g., growing, shrinking, stable); and the department's capacity to carry out effective human resource planning. It is expected that some departments may choose to hold a competition each time they wish to fill a vacancy; others will opt for periodic boards to determine the best candidates for a group of positions (e.g., regional directors), while still others may seek Commission concurrence with a human resource plan they wish to follow. Likely, most will favour a combination.

### Guidelines for Entry and Promotion

Guidelines as to the criteria against which candidates should be assessed have been undergoing refinement and testing in simulated and actual selections. The guidelines are designed to ensure that candidates are evaluated in terms both of the specialist requirements of a job or group of jobs (e.g., knowledge/experience/performance in the fields of civil aeronautics or tax legislation) and of the general attributes customarily expected of those entering, or advancing within, the Management Category (e.g., a record of high levels of past performance; variety of experience; good knowledge of what is expected of Public Service managers vis-à-vis employees, budgets, etc.). Where a particular candidate meets the specialist requirements but, through lack of opportunity, has not undergone adequate exposure to the management aspects, the Commission generally will permit the appointment subject to the establishment of a career plan by

which deficiencies will be remedied as expeditiously as possible. One element of such a plan will often be an agreement by the department concerned to send the individual on some appropriate training.

### Training

A series of management training programs aimed at the supervisory, middle management, senior management, executive and assistant deputy minister levels was under preparation during the year. It is expected that programs for assistant deputy ministers, executives and senior managers will be introduced by August 1981. The training programs for supervisors and middle managers generally will be delivered by departments. These programs are not designed to provide basic training in management theories and practices similar to that which universities and community colleges offer; rather, they are designed to assist managers at different levels to understand the special environment of the Public Service.

### Career Counselling

A special counselling unit has been established to assist senior managers. As well, in 1981, a policy will be introduced whereby, every three years, members of the Management Category who have not discussed their careers with the Commission will be offered an opportunity to do so. While this is primarily intended to assist individuals (e.g., to move, perhaps to another department or to the private sector on an interchange assignment), it will also provide the Commission with useful information for human resource planning. In addition, a career guide has been under development to give a perspective on the Management Category to those aspiring to the senior management and executive levels. This guide will contain material such as the scale and sources of new entrants, processes of entry and promotion, the types of attributes being sought, training, and obligations expected of those in the category. It is scheduled for release in mid-1981.

### Human Resource Planning

Human resource planning is perhaps the critical ingredient in ensuring that the Management Category meets the dual objectives of a better senior management cadre for the Public Service and of greater flexibility for deputy ministers. Human resource planning provides the framework for these objectives. Good plans, developed by the department, kept in the department, and updated by the department as required, can give the Commission advance warning

of what it will be asked to do, and can also result in the Commission concurring in selection strategies with which it otherwise would be unwilling to agree.

In practice, the Commission will expect each department to maintain a plan for each of its 100-odd senior managers and executives; this will contain information such as anticipated date of retirement, length of time in the department, suitability for promotion, career plans (e.g., to remain in the department or move to another), and performance records. In addition, information will be required on succession plans and on patterns such as the proportion of new entrants coming from other departments or from outside the Public Service, and the proportions of francophones, women, native people and handicapped people.

Such plans are essential to ensuring, for example, that departments do not close their doors to high potential candidates from small departments that offer much less opportunity for advancement, and that similarly the Public Service does not close its doors to new blood from other walks of life; that progress towards effective equality of opportunity for target groups is satisfactory; and that the scale of special programs such as Interchange Canada and the Career Assignment Program is appropriate to the needs they can fill.

These concerns must be addressed, trends monitored and, where required, new policies and initiatives launched. The question of how best to tackle human resource planning for the senior management and executive levels was explored to some extent with three departments during 1979 and 1980, but the major part of the work remains to be done after the conversion, when the size and profile of the population and the number of levels in the new groups is known.

During 1980, the new Management Resources Information System was developed further in consultation with Treasury Board Canada and the Department of Supply and Services. When operational in the spring of 1981, it will replace several existing systems, one such system being Data STREAM.

These, then, are some of the key areas in which the Commission has been working in preparation for the introduction of the Management Category, the establishment of which is providing a much firmer foundation than has existed up to now for designing policies and practices for management personnel.

## Review of Senior Executive Programs

### Facts to Note

- The total population of senior executives declined to 1 309 from 1 339.
- The percentage of women in the Senior Executive Category increased to 4,0 from 3,7, an increase in total numbers to 52 (11 new entrants, 9 departures).
- The percentage of francophones in the Senior Executive Category rose slightly to 21,5 from 21,3, while total numbers decreased to 281 from 285.
- The percentage of new senior executives appointed from outside the Public Service rose to 17,4 from 10,5, an increase in numbers to 30 in 1980 from 17 in 1979.
- The number of executive interchanges, particularly with the private sector, increased sharply during the year: 75 public servants were loaned to other sectors, while 55 individuals were assigned to the Public Service on a temporary basis.
- The number of Canadians assigned to international organizations increased to a high of 60 during 1980.

### Executive Resourcing

When the Commission established the Senior Executive Programs Branch as a separate entity in 1978, three major factors guided its organizational development: first, the need to increase the Public Service's capacity to respond to the Government's changing priorities by the provision of a proactive executive resourcing service; second, the role of the branch participating in and supporting Public Service-wide management improvement; and third, the emphasis placed on improving service to individual executives to assist them in planning their career development.

During the year progress has been made with regard to these three factors. The organization of resources into portfolios of departments with similar experience and skill requirements has provided a focus for pooling knowledge and providing services, both to departments in the areas of executive recruitment and human resource planning, as well as to individual executives with respect to counselling. It might be noted that selection boards for senior financial, program evaluation and general management positions now include, as a matter of course, a representative from the Office of the Comptroller General.

Special efforts were required to strengthen outside recruitment activity. Thus, the inventory of outside candidates has been computerized and incorporated into the Commission's inventory of Public Service senior executives for consideration for executive positions. In addition, the branch has made use of executive search agencies to fill positions calling for specialized skills that have been difficult to locate, and special efforts have facilitated the appointment of senior executives from under-represented groups outside the Public Service. For example, of the eleven women executives appointed, three were from outside the Public Service.

There were 451 appointments within the Senior Executive Category. Of these, 111 were to other departments, while the remainder were appointments occurring within the department. This reflects the branch objective to provide executives with a number of developmental assignments. As well, 22 executives who were experiencing employment problems were assisted in moving to new assignments, including a number of assignments at lower levels. Three hundred and fifty counselling sessions were conducted to provide guidance to executive and potential executive level officers to assist them in meeting their developmental and career requirements.

The Senior Executive Programs Branch planning and analysis function was strengthened to support portfolio team activities. This, together with integration of the human resource planning activities with the staffing function, has improved departmental analysis and facilitated the integration of the departmental human resource plans and planning strategies with the staffing process.

The joint 1979 Treasury Board Canada/Public Service Commission policy on performance evaluation directed departments to add, in reports on senior executives, their managerial performance, potential, and responsiveness to government priorities. Such reports, combined with more up-to-date curricula vitae and individual career plans, have improved the ability to staff executive positions.

A computerized information bank containing data on all senior executives, as well as on prospective candidates from within and



outside the government service, has been expanded and upgraded. This has allowed greater reliance on the system for candidate search, career counselling, short-term planning, statistical information needs, Interchange Canada staffing and reporting, and human resources analysis.

### Interchange Canada

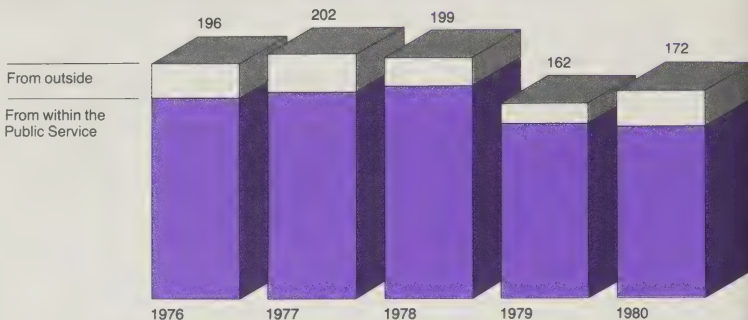
In the past year, there has been a noticeable increase in the Interchange Canada Program. Reasons for this have included the recommendation of the Hatch report (*Strengthening Canada Abroad*) that Trade Commissioners be given the opportunity to enhance their awareness of Canadian industry through interchange assignments to that sector. The Ministry of State for Science and Technology report on the transfer of technology from government to industry recommended that such an objective could be achieved in part through the interchange of scientific and technical personnel with the private sector. The Department of Regional Economic Expansion initiated a program to provide developmental experiences for woman commerce officers through interchanges to the private sector.

As a consequence, there has been an overall increase in the number of interchanges, and this in spite of decreased participation by the Office of the Auditor General in the program. Seventy-five public servants started interchange assignments in other sectors, and 55 individuals joined federal departments from outside organizations. During the year, work began on the development of a special program, Focus on Business 1981-1982, that is aimed directly at increasing the participation of this sector in the Interchange Canada Program. This effort received the support of senior deputy ministers in November, and since then Interchange Canada has been working closely with departments to prepare for implementation of the new program in 1981.

### International Assignments

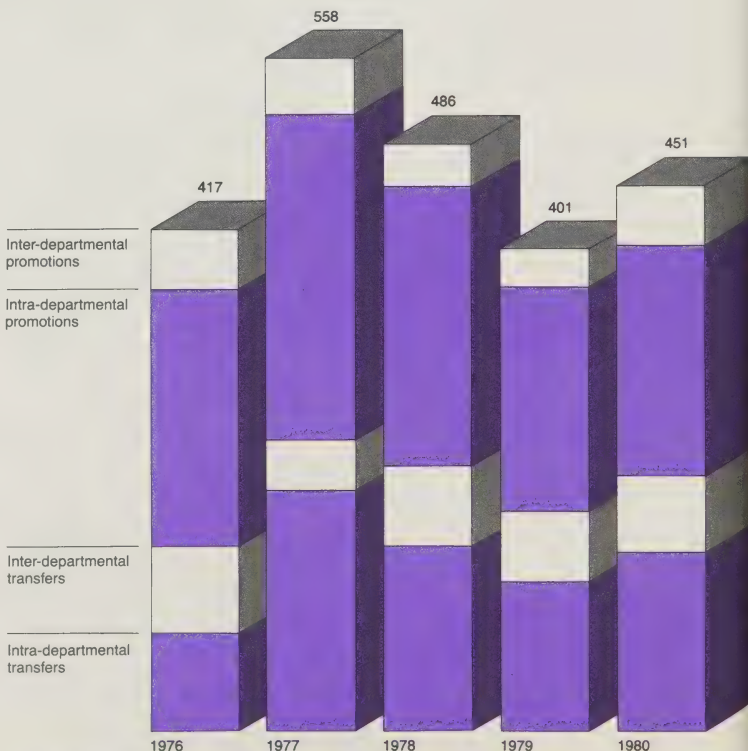
The International Assignments Program was established two years ago jointly with the Department of External Affairs to co-ordinate better the assignment of Canadians to international organizations and provide developmental opportunities for public servants. In its second year, the program succeeded in placing more than 60 Canadians in senior positions with international organizations, an increase from ten in the previous year. The organizations involved were the United Nations Development Program and the United

**Figure 2**  
New entrants to the Senior Executive Category, 1976 to 1980



Note: The 1977 and 1978 data differ from those published in the *Annual Report 1978* because inconsistencies found in appointment documents have been rectified.

**Figure 3**  
Inter-departmental and intra-departmental appointments of senior executives, 1976 to 1980



Nations Children's Fund, both in New York; the Inter-American Development Bank in Washington; the Organization for Economic Cooperation and Development (OECD) in Paris; the North Atlantic Treaty Organization in Brussels; the International Atomic Energy Agency in Vienna; the Asian Development Bank in Manila; and the Commonwealth Secretariat in London.

In addition, there was a general increase in exchange activity with foreign governments in 1980. This was evident in the successful exchanges with New Zealand, Bermuda, and the United States, as well as with the Commission for the European Communities. An exchange agreement was negotiated with the OECD, which will be the first formal agreement providing a framework for the exchange of public servants that the Public Service Commission has transacted with an international organization; and in the case of the OECD, Canada is the first country with which the organization has had such an agreement. It provides a mechanism for the regular short-term (one-year) exchange of officials in order to improve mutual understanding in areas of common interest and to establish closer working relations and contacts between Canada and the OECD.



## Participation of Native People

For each of the last three years, the Commission has endeavoured to report in detail on one of the special programs designed to improve the representation of a particular group of Canadians in the Public Service. In 1980, as part of the Government's commitment to ensuring that all members of Canadian society enjoy equal access to Public Service employment, a considerable amount of the Commission's attention and effort was directed toward ways of increasing the employment of native people in the Public Service.

### Historical Perspective

In keeping with the Prime Minister's statement in 1971 that the Government would assist all cultural groups to overcome barriers to full participation in Canadian society, the Public Service Commission announced a special program to promote Public Service employment and career development for native people, and the Office of Native Employment (ONE) was opened in 1972.

In 1975, the Commission obtained an Order-in-Council approval for exclusions from a number of provisions of the *Public Service Employment Act*, in order to facilitate the implementation of the Northern Careers Program. This program was developed by the Department of Indian and Northern Affairs, Treasury Board Canada and the Public Service Commission to provide indigenous people with access to training and career opportunities in federal departments operating in the Yukon and Northwest Territories. In July 1977 a joint Treasury Board Canada/Public Service Commission announcement committed the federal government to improving further the representation of indigenous people within the Public Service.

### Policy Development

This commitment of Treasury Board Canada and the Public Service Commission extended to developing an appropriate personnel management policy. The presidents of three national indigenous associations, the National Indian Brotherhood, the Native Council of Canada and the Inuit Tapirisat of Canada, together with the Public Service Commission, Treasury Board Canada, and the deputy heads of eight key departments, formed a Senior Policy Committee to develop this policy.

The eight departments prepared action plans that were reviewed by the Committee, and principles derived from these plans formed the basis for policy development.

The 1978 announcement of the Policy on Increased Participation of Indian, Métis, Non-status Indian and Inuit People in the Federal Public Service was followed by the organization of a Joint Council, co-chaired by the Public Service Commission and Treasury Board Canada and comprising the presidents of the three associations and the presidents of the Native Women's Association of Canada and the National Association of Friendship Centres. The Council is responsible for implementing and evaluating the policy; developing a program responsive to the needs and aspirations of indigenous people; ensuring uniform implementation throughout the Public Service; and evaluating departmental performance. A working group with similar representation supports the Joint Council, reviewing and summarizing departmental plans, and recommending actions and options with respect to the policy.

### Native Employment Program

Regional co-ordinators for the Commission's Native Employment Program are located in Whitehorse, Yellowknife, Vancouver, Edmonton, Saskatoon, Winnipeg, Toronto, Montréal, Halifax and Ottawa.

The indigenous population, estimated at 1 000 000, represents 4.0 per cent of Canada's total population, but fewer than one per cent, or some 2 500, are employed in the federal Public Service, and few of these at officer levels. In the North, where indigenous people comprise 60.0 per cent of the population, they account for only 14.0 per cent of the Public Service. Despite strenuous efforts to improve representation, a number of difficulties have complicated this undertaking: lack of an accurate data base; the need to establish training facilities in the North, where prospective employees live; the requirements of the Government's official languages policy on staffing bilingual positions; and the added competition for positions, which must be staffed according to merit, during an extended period of restraint that has seen the federal work force decline.



A number of new program elements, designed to enhance participation by indigenous people and managers' accountability for departmental activities in this area, were introduced in 1979 and 1980. These elements require that annual performance appraisals pertaining to managers include a review of performance relative to the policy on indigenous participation and departmental action plans, and also qualitative and quantitative objectives. Departments are required to conduct voluntary self-identification surveys to determine the number of employees who consider themselves to be of indigenous ancestry, and to report results by employee group, level, location and employment status. Additionally, departments are required to review positions to identify those for which candidates require a sound knowledge of indigenous peoples and their cultures, and report on these positions by group, level and location.

#### Staffing Changes

The Commission has issued two bulletins on staffing processes to further the objectives of this program. The first of these, issued in June 1979, instructs departments to ensure that indigenous people participate in staffing processes for positions that entail one or more of the following elements:

- policy or decision making that affects indigenous people
- design, development, implementation or evaluation of programs directed toward indigenous people
- contact with indigenous people.

The second bulletin, issued in June 1980, promotes, by changes to the area of competition guidelines, maximum use of northern resources and talents. These changes require northerners in the Yukon and Northwest Territories to be considered before recruitment from outside these territories is initiated. This directive also provides for the assignment of Northern Careers Program participants to training positions.

#### Sensitivity and Responsiveness

In order to improve the levels of sensitivity and responsiveness, the Office of Native Employment (ONE) has produced and distributed an information package to all national and provincial indigenous associations and to federal government departments. This has been supplemented by briefings held in major centres across the country to explain the policy on increased participation, and workshops have been conducted for those respon-

sible for co-ordinating departmental action plans. Support for ONE endeavours has come from the Public Service Commission's Staff Development Branch, which has included the Indigenous Participation Policy in government personnel management courses for senior managers.

#### Training

The administration and direction of training for indigenous people through the Northern Careers Program is a continuing Commission activity. The program, financed by the Department of Indian Affairs and Northern Development, provides on-the-job experience for trainees through an apprenticeship that entails working alongside skilled and experienced employees. This is complemented by access to counselling, periodic training workshops and other supportive measures. Managers of the Northern Careers Program, located in Whitehorse and Yellowknife, work with ONE in analysing action plans to determine wider possibilities for participation by federal departments.

The success of the program is reflected in the fact that of 236 trainees enrolled, 167 have moved to regular employment; 67.0 per cent of these have accepted positions with the federal government, the Territorial government or one of the Native associations. Fifty-one trainees were appointed to the program in 1980, while 39 participants moved to regular jobs in the federal government or with other employers. At present, 70 participants are enrolled in the Northern Careers Program.

In other training endeavours, agreements now have been signed with the Department of Indian Affairs and Northern Development, and the Parks Canada Branch of the Department of the Environment, according to which only indigenous people will be appointed for specified training programs. Another measure introduced on a small scale in September 1980 enables selected departments to recover training tuition costs for courses taken by recently appointed indigenous employees through funds provided by the Public Service Commission and administered by ONE.

#### A Continuing Departmental Commitment

Thirty-five departments have submitted proposals in response to the 1979 request for action plans to improve employment opportunities for indigenous people. The Joint Council has concluded that regionally organized departments must involve

their field staff in the planning process if significant further progress is to be achieved.

A major problem in relation to this program has been the general lack of an accurate and up-to-date statistical data base against which to measure progress. Not all departments were able to complete the voluntary self-identification surveys successfully in 1980, and it will continue to be difficult to measure progress until this survey is completed and current information is available. This effort will be continued into 1981, as it will provide the information base needed for determining increased or decreased representation. The results also will be used to identify changes in the employment group and level of indigenous employees, and will provide a basis for identifying training and development needs and career opportunities.

#### New Initiatives

The difficulty of maintaining an adequate data base will be overcome by the introduction, in January 1981, of a new application form allowing candidates to identify themselves as being of indigenous ancestry, if they wish to do so.

During the year, the Commission considered the question of the recruitment of natives for bilingual positions. The fact that many would have to be trilingual to occupy such positions is an additional problem for members of this community; the Commission and Treasury Board Canada are working toward a solution that will reconcile the necessity of knowing both official languages with the intention of enabling as many native people as possible to join the Public Service.

In 1980 some 1 200 applications in the ONE inventory were cross-referenced with the Commission inventories to ensure that this group has the fullest possible access to employment. The Commission also is placing native employment specialists in the various staffing programs to manage these inventories, and to assist and advise program managers.

The measures undertaken in 1980 will contribute toward improving the participation of indigenous persons in the Public Service. The continuation of these measures in 1981 will permit the Commission to obtain reliable data that will be of benefit in developing future strategies to enhance the participation of this group of Canadians.

## Participation of Women

In line with the Government's commitment to foster the employment and advancement of women in the federal Public Service, tangible progress was made in 1980. Evidence of this progress will be found in the following statistical review.

### Appointments

- For the first time, more than half of all new appointees to the Public Service were women. The number of women appointed in 1980 was 9 497, compared to 7 519 in 1979, an increase of 26,3 per cent.
- More than half of all appointments *within* the Public Service went to women. There were 52 673 women appointed *from within* in 1980, compared to 47 334 in 1979, an increase of 11,3 per cent.
- The percentage of promotions that went to women increased to 46,5 per cent (15 581), from 43,5 per cent (11 786) in 1979, an increase of 32,2 per cent.

### Appointments through Post-Secondary Recruitment Programs

- As in the two previous years, the percentage of those appointed who were women (40,0 per cent) exceeded the percentage of applications submitted by women university graduates (29,4 per cent) in all areas of special interest to the Public Service.
- The percentage of appointments in the Administrative field that went to women decreased to 46,3 from 55,1 per cent; in the Auditing and Accounting field to 34,1 from 37,3 per cent; in Computer Systems to 39,1 from 43,6 per cent. Worthy of note is the increase that occurred in the Foreign Service field: to 46,1 from 29,4 per cent. These percentages greatly exceed, and in some instances are more than double, the participation rate of women in these groups.
- In 1980, 38,1 per cent of the appointments made through the Career-Oriented Summer Employment Program went to women, as opposed to 39,9 per cent in 1979. Of the 439 women appointed, 86,1 per cent were from universities and 13,9 per cent were from colleges and CEGEPs. In the field of Pure and Applied Sciences, 58,8 per cent (258) of the appointees were women.

### Appeals

- In 1980, of the 3 250 appeals against selection processes, 31,7 per cent (1 031) were filed by women as compared to 61,4 in 1979, an increase of 67,9 per cent. However, appeals by men also increased sharply by 32,2 per cent.
- The percentage of allowed appeals by women increased to 24,1 per cent (248) from 17,3 per cent (106) in 1979.

### Separations

- Exclusive of lay-offs and end of specified terms, 11 819 women separated from the Public Service in 1980, a reduction of 10,8 per cent (1 425) from 1979.
- Women accounted for 57,1 per cent (9 942) of all resignations in 1980; however, 1 139 fewer women resigned than in 1979; this decrease in the number of resignations of women was reflected equally in all categories.
- Of the 1 056 woman lay-offs, 858 were due to privatization of federal hospitals. Of those affected by privatization, 37,8 per cent (324) were in the Scientific and Professional Category.

### Training and Development

- Women's participation in the training and development courses offered by the Public Service Commission, which account for approximately 10 per cent of all government training, decreased in 1980 to 33,8 per cent (4 152) from 38,8 per cent (4 361) in 1979.
- Of the participants in CAP, women accounted for 36,2 per cent (17) in 1980, and 31,9 per cent (15) in 1979. Given that women are estimated to represent 12 per cent of the levels from which participants are drawn, this is a high participation rate.
- In the Administrative Trainee Program, women accounted for 46,2 per cent (58) of the participants, compared with 40,1 per cent (69) in 1979.

### Population

- In 1980, women comprised 35,6 per cent of the Public Service compared to 34,6 per cent in 1979, although the total Public Service population has remained virtually stable. Viewed from a different perspective, there were 3 062 more

women in 1980, an increase of 3,3 per cent, while there were 1 791 fewer men, a decrease of 1,0 per cent.

- Eleven women were appointed to senior executive positions, but the net change was only an increase of two, since nine women executives left the Public Service during the year; of these, two accepted Order-in-Council appointments. Women account for 4,0 per cent (52) of the senior executive population. The net change for men executives in 1980 was a decline of 32.

- The percentage of officer level jobs held by women increased to 21,9 per cent

(20 883) in 1980 from 20,0 per cent (19 643) in 1979.

- The percentage of Administrative and Foreign Service Category jobs held by women increased to 26,6 per cent (13 693) in 1980 from 24,4 per cent (12 268) in 1979.

- The percentage of Operational Category jobs held by women increased slightly to 19,5 per cent (19 451) in 1980 from 18,7 per cent (18 674) in 1979.

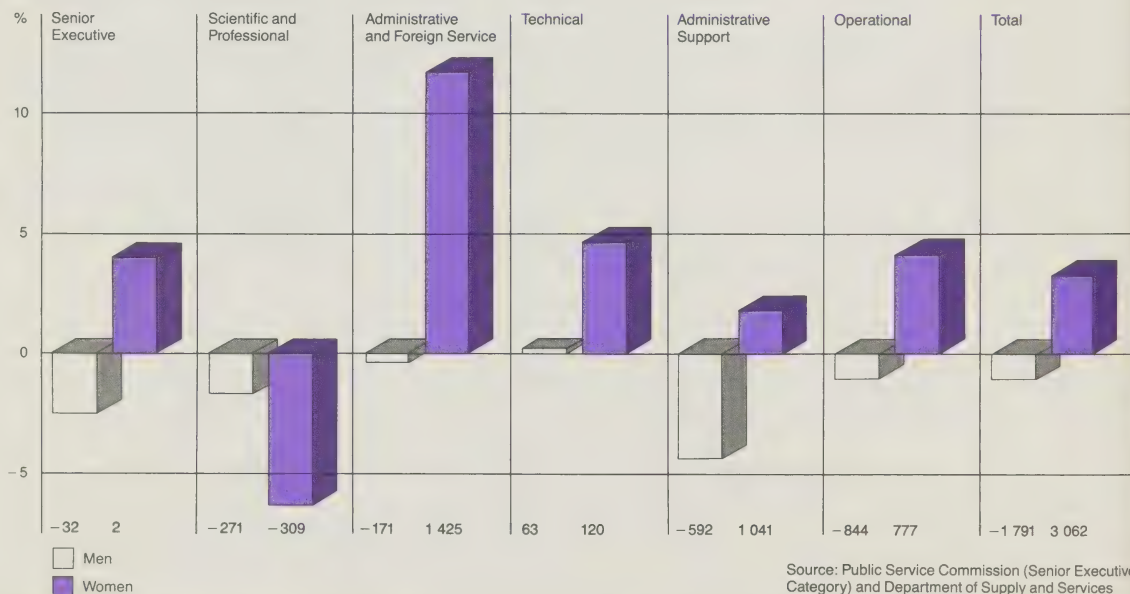
- The number of Scientific and Professional Category jobs held by women fell to 4 506 from 4 815 in 1979, a decrease of 6,4 per cent. In comparison, there were

16 952 men in 1980 and 17 223 in 1979, a reduction of 1,6 per cent. In two particular groups within this category, that of nursing (NU) and education (ED), there was a decrease of 352 women and 67 men. The decrease resulted from the privatization of federal hospitals.

- The number of Technical Category jobs held by women increased to 2 684 in 1980 from 2 564 in 1979, an increase of 4,7 per cent, compared with the virtually stable participation of men.

**Figure 4**

Change in the percentage of men and women in the Public Service, 1979 and 1980



Source: Public Service Commission (Senior Executive Category) and Department of Supply and Services (other categories)



## Deputy Ministers' Accountability for Staffing

### Innovations to the Audit Process

1980 marked the third year of refinements to the Staffing Audit and Review Program. As part of the revised approach to delegation, the post-audit phase and the Delegation Advisory Committee process were implemented for the first time to meet the need for mechanisms to update information on departmental commitment to the merit principle in staffing and to reassess departmental performance in this area. The post-audit phase is scheduled for six months after a departmental Staffing Audit and Review, and is intended to assess progress made since the audit, whereas the Delegation Advisory Committee process is intended to assist in preparing the terms and conditions of the tailor-made departmental instruments of staffing delegation and to determine when a subsequent audit might take place.

Staffing Audits and Reviews conducted in 1980 went beyond the review of statutory preferences and priorities, selection tools and techniques, acting appointments, and personal service contracts. The current approach extends to an examination of such items as the management of change, the use of temporary help, the effects of departmental initiatives regarding special interest groups, the speed of staffing, the use of term resources, and the composition of selection boards in light of special interest groups.

This approach allows for the examination of global and specific issues that impact on the staffing function, and is a reaction to the need for a positive and responsible approach to staffing that is sufficiently flexible to respond to changing government thrusts, and thus will remain a viable management tool.

### Staffing Audit and Review Findings

Having completed audits in 53 departments during 1978 and 1979, the Commission's Audit Branch started on a second cycle of audits in 11 departments this year, using the refined methodology and incorporating the post-audit phase and the Delegation Advisory Committee process as part of the assessment cycle. In most departments, the findings dealt principally with the review of the management of staffing within departments in terms of policy-making, planning, control,

communication, organization and resourcing. There was in-depth analysis of the causal relationship between specific problem areas that surfaced during the audit phase, and weaknesses identified in the review phase. Linking the two phases produced tangible recommendations that had an impact on the affected departments, resulting in the development of corrective action plans.

The first of the following lists enumerates some of the deficiencies found during the 1980 audits, and the second and third enumerate examples of the kinds of corrective measures taken. Because the audit programs are designed to examine both global and specific issues in a departmental context, these findings should not be interpreted as applying to every department, but rather as indicating symptomatic weaknesses, found in one or a number of departments, which have been remedied largely as a result of the observations and the resultant preparation of corrective action plans.

#### Examples of Specific Findings

- Subdelegation instruments that fail to reflect specific operational needs or practices identified in departments
- Inadequate management controls
- Questionable staffing practices such as avoidance of fundamental steps
- Irregular identification of surplus positions
- Abuse of delegated authority in re-classification actions
- Poor communication between staffing officers and line managers
- Inadequate training of staffing officers
- Acting pay/acting appointment problems related to inadequate substantiation of selection of qualified candidates, and retroactive posting of appeal rights
- A steady improvement in the quality of selection tools and techniques, although more varied types of assessment, e.g., appraisals, were not being used
- Inadequate training of selection board members
- Imprecise delineation of the division of responsibilities between line managers and staffing officers in the staffing process
- Inadequate or non-existent documentation such as statements of qualifications, lists of interview questions, rating guides, screening and selection board reports



- Problems in guarding against employer/employee relationships in the use of personal service contracts
- Inadequate control over authorization of the use of temporary help agencies
- No requirement to standardize records of commencement and termination dates of key staffing activities, thus making it difficult to measure the efficiency of the staffing process accurately
- Uneven quality of management of the staffing activity between regions in departments.

#### Examples of Corrective Measures taken by Departments

- Removal of subdelegated authority in specific instances
- Formal training for staffing officers (Staffing Officer Certification Program)
- Provision of appropriate training for those line managers and members of special interest groups designated for participation in the selection process
- Institution of more effective controls and better management education related to the use of acting pay/acting appointments
- Formulation of departmental policies related to various aspects of staffing

#### Examples of Corrective Measures taken by the Commission

- Reports to Treasury Board Canada to initiate follow-up action in instances of suspected employer/employee relationships in personal service contracts
- Reports to Treasury Board Canada on the inappropriate use of temporary help agencies, particularly when such use goes beyond the eight-week limitation
- Conduct of special studies to improve the efficiency of the staffing process
- Tailoring of delegation instruments so as to take into account factors that affect the quality of management in the staffing activity.

### Special Projects

Two special projects were conducted during 1980: first, the COSEP (Career-Oriented Summer Employment Program) and NON-COSEP Recruitment Programs; and second, the Public Service Commission Executive Resourcing Program.

The review of COSEP and NON-COSEP programs revealed a reduction in the numbers of COSEP and NON-COSEP students hired and a corresponding increase in the use of the Summer Youth Employment Program administered by the Department

of Employment and Immigration. Overall, departments were found to be administering hirings under COSEP and NON-COSEP programs satisfactorily. These positive observations led to a recommendation for an altered approach to this study that would include the review of COSEP and NON-COSEP appointments during the course of regular Staffing Audits and Reviews.

The evaluation of the Executive Resourcing Program's management practices in relation to the principles of staffing—namely merit, equality of opportunity, equity, sensitivity and responsiveness, and efficiency and effectiveness—brought about audit observations concerning such areas as recruitment campaigns aimed at under-represented groups, the use of visible advertising of vacancies, quality of selection documentation, and documented consideration of statutory priorities.

### Personnel Management and Accountability

In an effort to respond to government concerns regarding the need for a well-defined line of accountability, particularly as it relates to audit, the Commission's Audit Branch has worked towards optimizing the use of internal audit information and reducing the proliferation of central agency audits.

An Interdepartmental Audit Committee was established by the Commission's Audit Branch in January 1980, with the goal of sharing audit methodology information. One goal of this committee is to produce compatible audit approaches and to co-ordinate the use of data collected in personnel management. The cooperation received from departmental auditors during the conduct of the Commission's audits and reviews also maximizes the use of the bank of audit information.

During 1980, the second attempt on the part of the Public Service Commission and Treasury Board Canada to conduct a joint staffing/classification audit was undertaken. The Commission favours such co-ordination as it reduces demands on departmental management and eliminates duplication of effort. In addition, an integrated approach to personnel audit should result in a more effective method by which to assess accountability for the management of human resources.

The revised approach to delegation adds an extra dimension to the notion of accountability. The participation of deputy heads in the formulation of terms, condi-

tions, and objectives of delegation will ensure a commitment not only to the ideals expressed by the merit principle but, in a very practical sense, the objectives set will provide a yardstick for departmental performance in the management of staffing.

Under this system, there is sharing of sub-delegated authority by personnel specialists and line managers, which involves the concept of dual accountability. While the obligation for ensuring adherence to the staffing process and attendant legislative requirements remains with the staffing officer, the line manager is accountable for the quality of individual selections. This coalition of responsibilities forms the basis for effective staffing.

The Staffing Audit and Review function will continue to be effective only as long as it can maintain a balance between growth and adaptability on the one hand, and preservation of professional integrity on the other. The general acceptance of the quality and value of audit reports would seem to indicate that the refined approach to staffing audit has been successful in achieving this balance. In fact, the staffing audit function has fostered a desire on the part of many departmental officials for an objective overview of departmental staffing performance as a reliable gauge of their own effectiveness in the management of staffing.

## Redress Rights and Responsibilities

### Facts to Note

- In 1980, there were 38,0 per cent more appeals than in 1979 (3 375 compared to 2 439), largely due to an increase in the number of selection processes. In 1979, there were 28 025 appealable appointments compared to 38 433 in 1980, an increase of 10 408 or 37,0 per cent. The appeal rate remained constant at approximately 9 per cent during both years.
- Since 1978, the numbers of complaints and investigations have increased. In 1979, 469 complaints resulted in 343 investigations. In 1980, these figures were 635 and 428, respectively.
- The number of complaints concerning discriminatory practices decreased from 365 in 1979 to 344 in 1980. The number of complaints originating from the Toronto and Vancouver areas now justifies stationing anti-discrimination officers in both cities.

### Appeals

Among the factors contributing to the increase in the number of appeals filed was an increase in the number of selection processes, especially in the National Capital Region, and greater resort to redress in all the regions, except in Québec, where the number of appeals declined from the 1979 total.

Of the 3 375 appeals filed in 1980, 3 250 were against selection processes (Section 21 of the Act) and 125 were against recommendations to demote or release (Section 31 of the Act). The proportion of appeals allowed against selection processes was relatively stable between 1979 and 1980, i.e., 19,1 per cent (438 out of 2 293) in 1979, and 19,0 per cent (617 out of 3 250) in 1980. The percentage of appeals allowed against recommendations to release or demote increased from 21,9 per cent in 1979 (32 out of 146), to 30,4 per cent (38 out of 125) in 1980.

There was an increase of 27,3 per cent in the number of appeal board decisions rendered in 1980 (1 565 compared to 1 229 in 1979). Of the 1 565 decisions in 1980, 1 228 or 78,5 per cent were rendered within ten working days of the hearing. In 1980, it took the registrar's office an average of 21 working days after the appeal expiry date to schedule a case.

### Examples of Appeal Cases

The following are summaries of two noteworthy decisions rendered in 1980. Each case contributes to a better understanding of the requirements of the law in the staffing process.

- A department wished to use the services of one of its employees in another area of the country and transferred the individual and his position to that area. Another employee appealed, alleging that his opportunities for advancement had been prejudicially affected by this transfer, but the appeal board concluded it had no jurisdiction in the matter. In its opinion, Section 21 of the *Public Service Employment Act* grants a right of appeal only when appointments are made and, in the board's view, the transfer of an employee in his position does not constitute an appointment.

- A department in which an employee suffered from a permanent partial disability as a result of an accident in the department's workplace recommended the release of the employee in view of his disability. On appeal, the board concluded that the release was premature because the department had not followed Treasury Board Canada and Public Service Commission directives on the employment of handicapped people.

### Significant Court Judgments

Certain judgments rendered by the courts in 1980, which interpreted the legislation administered by the Commission, entailed implications that have an impact on the Commission's duties and functions. Most of these judgments were rendered in response to applications for review of decisions rendered by appeal boards established by the Commission. These applications were usually brought by appellants and successful candidates, although in some instances they were brought by the Attorney General of Canada acting on instructions from a department. This year for the first time, the Public Service Commission also requested reviews where it was felt that the Federal Court should determine whether or not an appeal board's interpretation of its jurisdiction was the correct one.

- *Her Majesty the Queen v. H. Khan et al.* (as yet unpublished)

In F.C. A-298-80, the Federal Court of Appeal dismissed an application to review an appeal board decision. The board had upheld an appeal on the grounds that a Public Service Commission test did not elicit information from which a selection board could have assessed the candidates' abilities in relation to the specific position under competition. An interesting side aspect was the issue of disclosing a standardized examination. The confidentiality of the examination was ensured and both parties involved had access to all examination material.

- *Her Majesty the Queen v. C. Larsen* (as yet unpublished)  
*Attorney General of Canada v. N. Loiselle* (as yet unpublished)

Two cases (F.C. A-334-80 and A-378-80, respectively) dealt with the jurisdiction of an appeal board having to make an enquiry regarding the recommendation of a deputy head that an employee be released for reasons of incompetence (Section 31 of the *Public Service Employment Act*). In the first case the issue was whether an appeal board seized with a recommendation to release an employee under Section 31 has the power to order that the incompetent employee be appointed to another position, a question that the Court answered in the negative. The second case raised the question whether an appeal board, also seized with a recommendation for release for incompetence under Section 31, has the power to decide not to give effect to the recommendation of release for incompetence for the sole reason that the deputy head who made the recommendation had not considered the possibility of moving the employee to another position rather than releasing him. The Court saw nothing in Section 31 that would require that the deputy head, before recommending a release, had to consider the possibility of transferring the employee to another position. The decision of the appeal board was therefore set aside. These two cases have contributed to clarifying the jurisdiction of an appeal board holding an inquiry under Section 31 of the *Public Service Employment Act*.

- *The Attorney General of Canada v. Dr. Klaus U. Weyer* (as yet unpublished)
- In F.C. A-114-80, the Federal Court of Appeal rejected the application to review an appeal board decision that upheld a Section 21 *Public Service Employment Act* appeal against a selection for appointment on the grounds that the selection board members were not competent to decide whether or not a candidate possessed the

equivalent of the required university education for the position in competition, since they themselves did not have the level of education at issue. This decision may have implications on the methods to be used to determine educational equivalencies.

- *George Schwartz et al. v. Her Majesty the Queen* (as yet unpublished)

In F.C. A-109-80, the Federal Court of Appeal decided that an appeal board had an obligation to permit a selected candidate whose appointment was appealed to be heard and that the appeal board had to give notice to that effect. Since that decision, the Appeals Directorate has given notice to selected candidates when an appeal has been brought against their appointment. The Schwartz case placed a heavy burden on the administration of appeals, this resulting from the right granted to all successful candidates to attend appeal board hearings. At the time this decision was rendered, a number of appeals were in progress and had to be suspended in order to comply with the requirement.

- *Paul-Conrad Dubé v. Her Majesty the Queen* (as yet unpublished)

In F.C. T-4401-79, the Federal Court heard the case of an employee who had been moved from Europe to Canada without his agreement. The Court held that there was nothing in the legislation or elsewhere that prevented the department from transferring the employee to a similar position in that department and that the employee had no right to challenge such a decision. Such a case is of great importance to the Commission. The policy regarding transfers is presently under scrutiny (see Chapter 1) and could be changed to state that, in some circumstances and according to specific criteria, some transfers do not constitute appointments and therefore do not come under the jurisdiction of the *Public Service Employment Act*.

- *Terrick Bullion v. Public Service Commission Appeal Board*

The Supreme Court of Canada, reversing a decision of the Federal Court of Appeal reported in [1980] 2 F.C. 110, has concluded that the use of salary as a criterion for determining who is eligible for a competition restricted to public servants was not in accordance with the provisions of the *Public Service Employment Act*, which permits determination of eligibility in terms of occupational nature and level of positions. For the past year, the Commission had recommended that departments stop using salary as a criterion. The decision of the Supreme Court now has made it clear

that if the number of eligible persons who may apply in a particular competition is to be limited, such limitation can no longer be based on the salary earned by those persons.

## Investigations

Since 1978, the number of inquiries has increased regularly. Although the 635 complaints submitted in 1980 resulted in 428 investigations, the proportion of complaints declared founded or unfounded, or otherwise disposed of, is similar to last year: 24.0, 50.0, and 26.0 per cent, respectively. The last-named category consisted of complaints settled at the preliminary stage of an investigation or transferred elsewhere for reasons of jurisdiction.

The following is a brief selection of cases submitted for investigation in 1980.

- A complaint was received from an employee who had been dismissed because the duties he was performing were no longer required. He alleged that the duties of his position had been assigned to another employee at a lower level. The investigation revealed that because of the integration of two parallel services, similar functions were carried out by two employees at different classification levels. New positions were described and classified and the complainant and all employees similarly affected by the integration of the two services were given the right to compete. Since the new positions were one level lower than that of the complainant, he chose not to apply, was granted surplus employee status and subsequently assigned on a priority basis to other duties. The complaint was therefore considered unfounded.

- Two complaints were received regarding a competition that was opened to the public without prior consideration being given to employees. Both employees, on the advice of their manager, had applied in the open competition and were found to be qualified. As a result, their names were placed with those of seven other candidates on the eligible list in second and third position ranking and a job offer was made to the first person on the list. The investigation revealed that the competition was held without considering whether there were potentially qualified and available employees in the Public Service. Decisions by the department avoided the need to cancel the competition and to revoke the first appointment. Since the complainants were already part-time employees of the department, their hours



of work were simply changed to reflect their full-time indeterminate employment status and they were appointed accordingly.

### **Anti-Discrimination**

The Anti-Discrimination Directorate continued to play its traditional role, particularly in the areas of allegations of harassment, inequitable treatment, differential treatment (non-discriminatory) and denial of security clearance, as can be seen from the following cases.

- The complainant accepted a lateral transfer within his department to a different geographic area. He alleged that from the outset he was subjected to unjust reprimands, threats to his continued employment, and racial insults. His supervisor denied making racial remarks, explaining that his actions were aimed at improving employee performance. The investigation found insufficient evidence that the complainant had been insulted racially. After considering all factors, it was concluded that the supervisor had treated the complainant unfairly to the point of the complainant's receiving a two-week suspension. The case was settled through a corrective package that required the removal of disciplinary documents from the complainant's file.
- An applicant for employment filed a complaint of discrimination on grounds of sex. During the selection interview she was asked discriminatory questions relating to her marital status, spouse's employment, etc. The findings supported the complaint of discrimination and raised questions regarding the interviewer's suitability for membership of interview boards. While it was established that the complainant's employment opportunities had not been affected, the department agreed to counsel the board member and assign him to a different area of responsibility.
- A woman university graduate obtained a clerical position in a federal government department. From the outset she alleged that because of her academic status her supervisors and colleagues were unwilling to accept her as a co-worker. For instance, her office tasks did not conform to the duties in her job description and some assignments given her were deliberately made unclear and ambiguous. Whenever she sought clarification about her work, she was told that she had problems and was unable to listen or follow instructions. At the end of her probationary period she was rejected. An investigation of her complaint supported her allegation

of harassment. In the conciliated settlement all adverse reports were removed from her personal file. She also could have been reinstated but because of her negative experience she chose not to return to the department.



## Training and Development

### Facts to Note

- The number of courses decreased to 674 in 1980 from 684 in 1979.
- The number of consultation-days decreased by 27,6 per cent (5 419 to 3 923).
- There was a slight increase in the number of courses offered in French (from 101 to 109).
- Enrolment increased by 9,3 per cent (from 11 230 to 12 270).
- The average number of participants in each course increased from 16,4 to 18,2.

Staff training and development has gone through a difficult period since 1978. Symptomatic of these difficulties were a decrease in course enrolment and subsequent course cancellations resulting in successive deficits recorded by the Staff Development Branch. During the 1978-1979 fiscal year, expenditures exceeded revenues by 792 000 \$, while in 1979-1980 the deficit reached 2 148 000 \$. Even at a time when the need for training in personnel and financial management was as pressing as ever, training still was not regarded as an essential activity and was often discarded as soon as budgetary pressures were felt. The government therefore issued a new staff training policy in order to remedy this situation.

### New Policy

The most important of the year's reforms was the implementation of the new training policy that was announced by the President of Treasury Board Canada in June. The policy recognizes training as an essential cost of government operations. Nevertheless, it defines the limits within which training can be provided at public expense and stresses particularly that it must now be related directly to public servants' duties and responsibilities. Managers will have to ensure that this is so, and that any investment in training represents real benefits as much for the employer as for the employee.

Moreover, the new policy provides for the establishment of the Training Council—a permanent body for consultation between departments and central agencies. This Council, long sought by the Commission, is made up of senior managers from departments and the central agencies. It is to be the sole group at the highest

managerial level that can examine, discuss and rule upon decisions that bear upon training throughout the Public Service.

### Management Orientation Programs

As reported in *Annual Report 1979*, the Commission has been devoting substantial resources to developing and enhancing management orientation programs that reflect the philosophy upon which the new policy is based. Beginning in the summer of 1981, these programs, intended for supervisors, middle managers, senior managers, executives and assistant deputy ministers, will form the central core around which all the other courses will be organized.

Essentially, these programs structure the knowledge that managers must possess in order to discharge their responsibilities. Completion of the appropriate orientation program might well become mandatory for all public servants newly promoted to one of the management levels. Mention also should be made of the modular feature of the programs, designed to enable participants to alternate theory and on-the-job training, thereby permitting them to apply and reinforce the knowledge gained in the programs, to spread their training over a number of months and, if necessary, to complete optional modules. Even those who have been at management level for some time can benefit from the modular structure of the orientation programs and will be able to upgrade their skills in a specific management area by enrolling in one or more modules only, thereby gradually filling any gaps in their knowledge.

As the Commission has primary responsibility for management training services in the Public Service, Treasury Board Canada has assigned it the responsibility of offering the orientation programs, although large departments may offer courses for supervisors and middle managers. The Commission will ensure that the learning objectives are reached for these two levels of management, and that the quality and the content of the courses meet its standards.

### Elimination of Courses

Adoption of the new training policy also resulted in the elimination of 71 Commission courses. This cut will take effect in

July 1981, one year after adoption of the knowledge-base profile. Last, but not least, it was necessary to eliminate all personal development courses that were not essential for public servants because they are not aimed at broadening work skills. The Commission, however, can still offer these courses if so requested by departments.

### Reorganization

In 1980, the Commission restructured the Staff Development Branch. This was done to meet a three-fold objective: to meet the requirements of the new Treasury Board Canada training policy; to increase the cost-effectiveness of services that have continued to show a deficit; and to reduce training costs. Early results of the reorganization have been a reduction in staff and redeployment of remaining staff to ensure maximum resource utilization.

Two new responsibilities assigned to the branch in addition to its traditional functions also should be noted. First, the branch now is responsible for certifying training officers in various departments. This entails setting up not only a training program for departmental trainers, but also a mechanism for measuring its effectiveness. Second, the branch is setting up a unit to audit departmental training and development programs on behalf of Treasury Board Canada.

### The Administrative Trainee Program

Since 1967, the Administrative Trainee Program has been the vehicle by which a pool of highly talented junior administrators has been recruited and appointed to, and from within, the Public Service. Of the 114 administrative trainees appointed in 1980, 100 were university graduates and

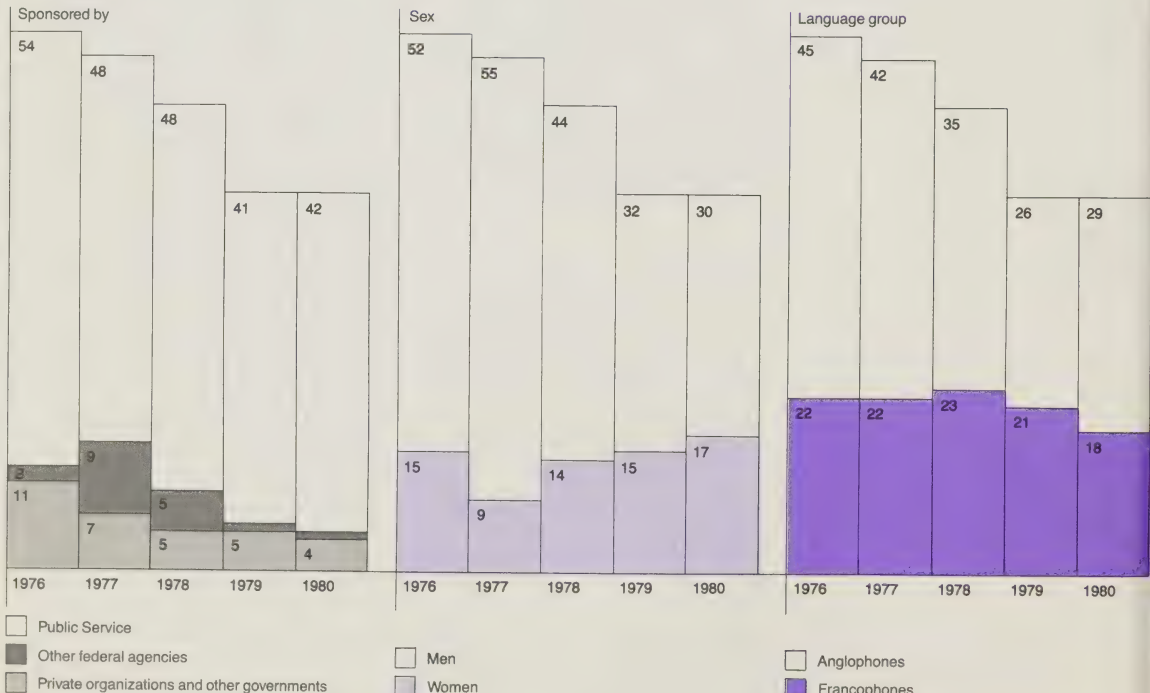
14 were chosen from departmental support personnel.

As of 31 December 1980, the Public Service Commission delegated responsibility for the selection and appointment of internal recruits to departments. Thus, more widespread use of this program by departments may become evident in the year to come. Overall, 17.5 per cent more trainees were appointed in 1980 than in 1979.

### Career Assignment Program

Established in 1968, the Career Assignment Program (CAP) enables participants to obtain one or more work assignments that correspond to their career objectives and increase their competence and experience.

**Figure 5**  
Participants in the Career Assignment Program from 1976 to 1980



Note: The data on language group are established on the basis of the first official language of the employee.



To date, the program has attracted a total of 800 high-potential participants. Of these, 746 have completed the program and benefited from 1 590 work assignments. Besides work assignments within the Public Service, those responsible for the program have organized 155 assignments under Interchange Canada, of which 32 still are in effect. Since 1968, 218 former participants have reached senior executive (SX) and equivalent levels, and a further 191 have been appointed to positions immediately below the SX level. There were also 62 participants from the private sector, provincial governments, or from overseas, as well as 33 participants from other government agencies not subject to the *Public Service Employment Act*.

On 31 December 1980, there were 283 participants on assignment. Of these, 46 were on their first assignment, and 237 were on subsequent assignments. There were 47 new entrants to the program in 1980, of whom 36.0 per cent were women and 38.0 per cent francophones.

### Related Activities

The Commission's activities also extend beyond the federal Public Service. This year, once again, the Commission assumed responsibility for special training and development programs at the national and international levels.

The growing use of the training needs identification tools developed in the Commission is also noteworthy. The Training Needs Identification Kit and the Charting Occupational Analysis Through Semantics (COATS) grid have come into use not only in federal departments but also in provincial organizations and in certain private sector organizations where management wishes to determine employee position profiles.

At the international level, the Commission, in cooperation with the Canadian International Development Agency and the Department of External Affairs, provided training services to the Management Development Institute in Lesotho for the second consecutive year. More recently, in June, following an agreement with the United Nations Organization, training officers from the Commission went to New York to conduct development sessions for managers in the United Nations Secretariat. Finally, a group of ten senior officials of the government of Zimbabwe attended a series of eight of the Commission's management seminars as part of their training assignments at Dalhousie

University. The costs of these services are assumed by the requesting organizations.

### Special Development Programs

A *protocole d'entente*, signed with the Québec Government in 1976, enabled four federal government employees and four provincial government employees to undertake work assignments ranging from one to two years for the purposes of training and development. The federal government participants went to the province of Québec on assignments to the *ministère de l'Industrie et du Commerce et du Tourisme*, the *Conseil du Trésor*, the *ministère de l'Éducation* and the *Centre d'études universitaires dans l'Ouest québécois*. The Québec participants came to Fisheries and Oceans; Industry, Trade and Commerce; Export Development Corporation; and the Auditor General of Canada.

Moreover, under the auspices of the Special Development Programs, three Éna students from Paris were hosted in Canada. These students were placed for a three-month assignment each with the Provinces of Alberta, Québec, and New Brunswick. As well, they spent time with the municipal governments of Edmonton, Hull, and Moncton.

Furthermore, as part of an agreement with the Province of Québec, two orientation sessions were arranged for 31 Énap participants, and participants of the For-macadre program. The sessions included presentations by the central agencies (Public Service Commission, Treasury Board Canada, and Privy Council Office) as well as a review of federal-provincial relations, and the Prime Minister's Office. The central purpose of the orientation sessions was to expose the participants to the federal policy-making process.

Considerable progress has been made in staff training and development over the past year. The reforms that have been made will reflect better the Public Service's training needs, and are clearly aligned with the requirements of the new Treasury Board Canada policy; services will be offered to departments at reduced cost.



## Language Training

### Facts to Note

- Growth of the student population in continuous courses by 2,6 per cent and in other courses by 2,1 per cent
- Consolidation of training centres in the National Capital Region
- Implementation of the new training program

The Government's decision to continue providing language training for its employees after 1983 led to an in-depth review of the management of the training program. While the program will remain an important instrument for making the federal administration bilingual, action must be taken to ensure that it serves that objective even more effectively than in the past.

Departments will be called upon to plan their use of language training more carefully. They will be accountable not only for the human and financial resources they allocate to it, but also for putting their employees' language skills to good use. Managers will have to become involved in drawing up training plans for their employees, approving the plans, and supervising their application. They will also have to provide conditions that will enable their employees to use their second language at work.

Furthermore, language training will be available only to those employees who wish to become bilingual and have demonstrated an aptitude for this. Before beginning their courses, they will participate in the compilation of their individual training plan and commit themselves to following it. Language training for public servants will not mean simply training them to express themselves properly in their second language but, more important, teaching them to work in it. Hence the Commission's teaching and special assist-

ance activities will be related closely to the language requirements of employees' positions and their language needs at work.

In 1980, the Commission sought to make its language training services more cost-effective. It reduced its staff and consolidated its training centres without, however, sacrificing the quality of training or the quantity of services offered. In the National Capital Region, it closed the Asticou Centre, concentrating French courses at the Carson Centre in Ottawa and English courses at the Bisson Centre in Hull.

### Language Courses

As in 1979, the Commission offered basic and development training in the form of continuous, part-time, evening and cyclical courses at its training centres and in the departments. Beyond the National Capital Region, in addition to the normal range of English and French courses, often provided through contracts with individuals or institutions, the Commission offered several courses to meet special needs, such as in-residence courses and those designed for judges of the Federal Court or Courts of Citizenship, students of common law, and Royal Canadian Mounted Police recruits.

Enrolment in other than continuous courses rose from 8 502 in 1979 to 8 684 in 1980, an increase of 2,1 per cent (see Table 5). Enrolments in continuous courses in 1980 was 2,6 per cent higher than in 1979. New enrolments were up 11,6 per cent compared to 1979, an increase of 241 enrolments (see Table 6). These increases are due to the influx of some 800 bilingual incumbents for bilingual positions for which the language

**Table 5**

Enrolments in French or English courses (other than continuous), 1980

Courses other than continuous	French	English	Total <sup>a</sup>
Part-time	4 654	884	5 538
Cyclical	334	0	334
Evening	2 369	443	2 812
<b>Total<sup>a</sup></b>	<b>7 357</b>	<b>1 327</b>	<b>8 684</b>

<sup>a</sup>Includes 1979 participants who continued their training in 1980.

requirements were raised. This influx of new students led many public servants to forsake continuous courses in favor of other types. Fewer than half of those enrolled in continuous courses this year—31.7 per cent—are continuing with studies they started in 1979. Of the 1 624 students who completed their language training, 98.2 per cent passed the Language Knowledge Examination.

Using the pedagogical material prepared last year, implementation of the new language training program continued in 1980. The new linguistic and pedagogical orientation of this program calls for a change of attitude on the part of teachers, students and departments. This program focuses on the students' on-the-job needs, and it offers training more closely tailored to particular departmental requirements. It also uses an integrated performance appraisal system for students. The Commission is also looking at a revision of the English-language curriculum to meet better the needs of departments.

### Special Assistance

Over the year, the Commission consolidated and increased its specialized assistance to departments, which was already designed to achieve the objectives set for its new training program. For example, the Commission developed a 360-hour course, including an associated evaluation system, for the Coast Guard, Department of Transport; tools to improve second language comprehension among officers of National Health and Welfare; and courses for National Capital Commission foremen.

The past year also saw the publication and marketing of several French and English textbooks that were very well received by customers served by the Department of Supply and Services. In fact, a growing number of organizations outside the federal Public Service, and even outside Canada, are inquiring about the Commission's approaches, techniques and products.

In conclusion, the implementation of these changes in 1981 will enable the language training program to serve the Government's official languages objectives efficiently and effectively, while continuing to ensure that bilingual positions in the Public Service are filled according to the principles of merit, equity, and equality of access.

**Table 6**

Enrolments in continuous French or English courses, 1976 to 1980

Year	French course			English course			Total		
	Previous year <sup>a</sup>	Current year	Total	Previous year <sup>a</sup>	Current year	Total	Previous year <sup>a</sup>	Current year	Grand Total
1976	2 314	3 843	6 157	241	609	850	2 555	4 452	7 007
1977	2 303	2 530	4 833	342	662	1 004	2 645	3 192	5 837
1978	1 336	1 332	2 668	328	387	715	1 664	1 719	3 383
1979 <sup>b</sup>	930	1 609	2 539	294	460	754	1 224	2 069	3 293
1980 <sup>b</sup>	841	1 754	2 595	229	556	785	1 070	2 310	3 380

<sup>a</sup>Includes only students who continue their training in the next year.

<sup>b</sup>Includes students on continuous training given at the rate of four hours a day.



## Internal Management

Over the past year the Commission continued its efforts to improve its internal management practices and controls so as to reflect the current emphasis on the quality of management in the Public Service. As planned initially in 1977, the Commission devoted 1980 to refining the various phases of its Integrated Management Process, which covers a total management cycle ranging from the development of long-range strategies to final evaluations of program effectiveness. Improvements were made in the long-range strategy planning process that now supports the program forecast and strategic overview submissions to Treasury Board Canada. This has permitted a better understanding of corporate strategies at the various levels of management in setting branch goals. Procedural and format changes were made to the resource allocation process to facilitate the preparation of resource requests. An "A-base" review was conducted to obtain a clear understanding both of the activities to be carried out for approved resource requests, and of the repercussions of discontinuing those activities for which resources were not approved.

In 1980, the first operational plans based on approved requests were developed, to become the base for the monitoring and control of Commission operations. This Operational Performance Review, to be implemented in 1981, should result in a better accountability mechanism for the entire management hierarchy of the Commission.

The Commission's major support and information systems have been analyzed to determine the extent to which they can be integrated into the overall management process. Plans are being developed to implement recommendations of the studies and to monitor these systems to ensure useful, accurate and timely information.

### Information Resource Management

Also with respect to quality of management, in March 1980 the Commission approved its information resource management policy, which recognizes that information, as a vital resource for the formulation of policies and the effective operation of the Commission's programs,

can represent significant associated costs in terms of the acquisition and storage of data. This policy requires that all needs for information gathering, storage, and dissemination be weighed against the cost of the total system, which involves both the electronic aspects and administrative support systems.

A new Information and Management Systems Directorate has been established to provide better support for the Commission's information resource management policies, with particular emphasis on development of total systems, planning for and controlling the acquisition of information technology, and adherence to the requirements of the *Canadian Human Rights Act* and the anticipated legislation covering access to information.

### Performance Measurement

All branches of the Commission provided performance measurement data in support of branch goals and operational plans for resource justification in their resource requests for the program forecast and main estimates submissions. The same data will be used to monitor plans during the Operational Performance Review phase of the Integrated Management Process.

During 1980, with increased emphasis on the production of effectiveness indicators, the Commission developed its own indicators of the level and quality of service achieved in its operations. Although most branches have formal performance indicators that are used in the justification of their resource allocation requests, further refinements and monitoring are needed. In addition, in 1980 efforts were begun to achieve a corporate consolidation of the performance measurement data available in the Commission.

### Internal Audit

The development of the additional audit programs referred to in the Commission's *Annual Report 1979* has been realized, and these programs were integrated into the operational audits in early 1980. Branch audits now include financial management, performance measurement, and official

languages, along with general management and operational audit programs. In future, the additional audit coverage of personnel management and administrative procedures requested by the Office of the Comptroller General may be incorporated.

During the year, audits of the Language Training Branch, Appeals and Investigations Branch and the Secretariat Services Directorate were completed. The first consolidated report of financial audits was issued; this concentrated on revolving fund operations, contract administration, travel and other expenditure payments. The second cycle of branch audits scheduled for completion by late 1981 began with the Staffing Branch. A study on audit effectiveness was completed, and a report on the results and proposed improvements has been presented to senior management.

### **Staff Relations**

Throughout 1980, the Commission continued its efforts to improve the quality of its relations with the unions representing Commission employees included in bargaining units. A departmental Joint Employer-Employee Consultation Committee has been in existence since early 1977, and is now supported by eight local joint committees. Three consultation sessions were held, which dealt with, among other matters, the departmental policy concerning areas of competition; the criteria governing the granting of educational leave to employees in the Language Training sub-group, and the amount of training given to employees in 1978-79; the Commission's own employee redeployment program for employees declared surplus; and a policy on occupational health and safety. As well, as a result of an informal union/management workshop, it has been agreed to begin management/employee consultation within each branch on a trial basis.

### **Official Languages**

The Commission's official languages plan was made public in February 1980, following approval by Treasury Board Canada. Since then, each branch has completed a plan for a detailed study of the situation with regard to the two official languages, and drawn up a schedule for the implementation of measures adopted.

The Commission's work force is composed of 34,8 per cent anglophones and 65,2 per cent francophones. These are the same percentages as last year, despite staff reductions and other staff changes.

Bilingual positions were increased by 1,6 per cent to 54,8 per cent of the total, or 1 415 positions. More important, over 87 per cent of the incumbents now meet the language requirements of their position, a considerable improvement as compared to the 79,6 per cent of last year.

In 1980, Treasury Board Canada granted the Commission an exemption from the requirement to submit an annual official languages plan for approval. The exemption, which is valid for two years, was granted because of the satisfactory results obtained by the Commission in its efforts to reflect both of Canada's official language groups in its organization and work.

### **Equal Opportunities**

As a department, the Commission is actively involved in implementing government policy relating to equal opportunities for employment in the Public Service. Its approach in this area is centered on the integration of equal opportunity programs into the human resources management process. Measures that were taken have already begun to produce results. Although there are not yet many women at senior management levels, they are occupying more and more positions at middle levels. This means that in years to come there will be a greater pool of resources from which to draw for filling vacant positions at senior levels.

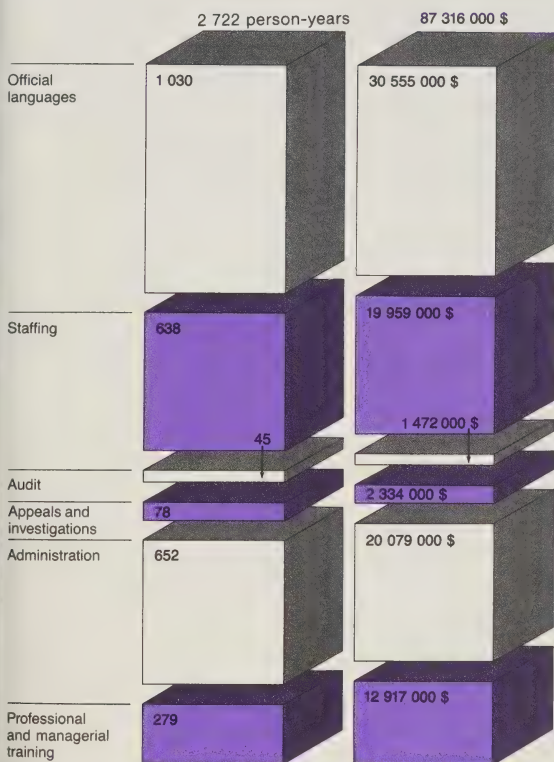
As regards employment of handicapped persons, the Commission is working to increase employee awareness of the many possibilities that exist in this regard. In the meantime, it already has undertaken to identify positions that would be appropriate for such employees and the equipment that would be required to enable them to function as normally as possible. In 1980, 27 handicapped persons were appointed to the Commission.

### **Quality of Staffing**

An internal audit of the staffing authority delegated to the Commission as a department was conducted in 1980. The audit showed the Commission that its staffing activities are satisfactory, but that there is a problem resulting from inadequacies in certain policies. In order to correct this situation, the Commission has issued new policies on areas of competition and competition notices, and is developing its existing policies on transfers, reclassifications and acting appointments. Further, the Commission has set up a monthly audit program to ensure that its officers perform their work according to the standards that it has set for staffing activities.

## Budget of the Public Service Commission, Fiscal Year 1980-1981

**Figure 1**  
Person-years and funds by major activities



Note: Funds allocated to professional and managerial training include 713 000 \$ reimbursed to the revolving fund.

A revolving fund is an authorization to draw money from the Consolidated Revenue Fund as working capital for prescribed purposes. The money drawn should not exceed a certain amount at any one time and may be expended on a continuing basis. The fund is maintained through returns on expenditures.

**Figure 2**  
Source of person-years and funds

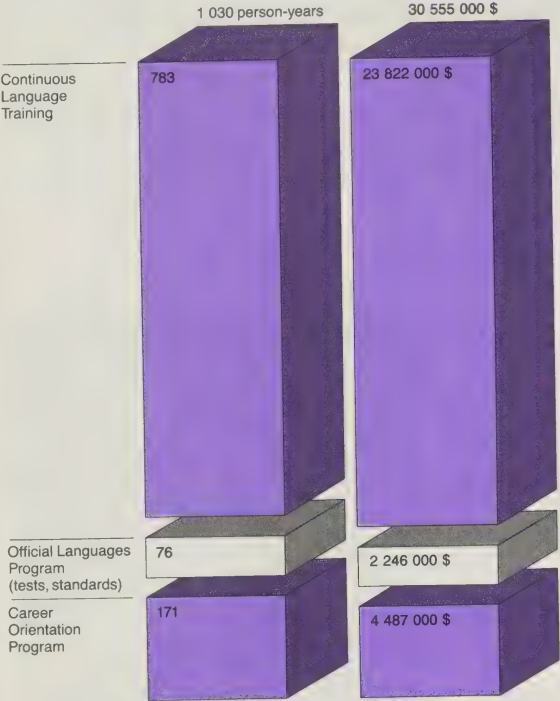


Note: Funds allocated to professional and managerial training include 713 000 \$ reimbursed to the revolving fund. The total excludes the amount of a Treasury Board freeze (58 person-years and 1 750 000 \$) but includes 3 person-years provided by the Anti-Inflation Board for 1980-1981 only and supplementary estimates of 725 000 \$.

The 1980-1981 main estimates for the Staff Development and Training Revolving Fund for professional and managerial training forecasts a net operating deficit of 1 636 000 \$.



**Figure 3**  
Person-years and funds for official  
languages activities



Note: From 1 April, 1980 to 31 December, 1980, 56 person-years were transferred to other departments under the Career Orientation Program.

## Delegation of Staffing Authority

Two general revisions to delegated staffing authority were effected in 1980. The first increased the authority delegated for the Economics, Sociology and Statistics (ES) group (for ES-5 and ES-6) and for the Welfare Programs (WP) group (for WP-5). The second implemented a number of the provisions of the new framework for delegation.

### New Framework for Delegation

The basic purpose of the new framework is to make delegation more effective and to increase accountability for delegated authority. This is being achieved by:

- a more flexible and responsive delegation policy
- inclusion of departmental delegation objectives in delegation instruments
- introduction of a shorter, more efficient instrument of delegation.

Thus, the new style delegation instrument, which provides for authority on an indeterminate basis, subject to periodic review, specifies the following:

- the extent, terms and conditions of delegation
- the persons who may exercise delegated authority on behalf of the deputy head, and the associated responsibilities
- the delegation objectives of the department.

The new instrument also defines more specifically the powers and extent of authority accorded to deputy heads. Some policy changes were warranted in the general terms and conditions of delegation, and these were effected as listed below.

- Authority was delegated to deputy heads to make appointments to all occupational groups and levels for which delegation is generally available.
- Authority was delegated for the appointment of employees as Administrative Trainees and also for the appointment of Administrative Trainees to delegated occupational groups and levels.
- Special recommendation and approval requirements were rescinded for inter-group appointments to the Financial Administration (FI), Information Services (IS), Organization and Methods (OM) and Personnel Administration (PE) groups.
- The elimination of Data STREAM for staffing specified occupational groups.
- Cancellation of the provision for temporary suspension of delegation.

- Cancellation of the requirement that delegated authority not be used for appointments without competition for inter-category appointments to the Scientific and Professional, Administrative and Foreign Service, and the Technical categories.
- Cancellation of the provisions concerning unauthorized staffing and improper appointments.
- Authority to conduct or direct the conduct of any delegated staffing action remains with the Commission.
- The requirement that departments provide the Commission with such statistical data on delegated staffing as may be requested was established.

Complete implementation of the new framework is being effected after a comprehensive review and assessment of departmental management of delegated staffing authority. Consequently, the Departments of Transport and Veterans Affairs received the new style delegation instrument which addresses particular staffing difficulties peculiar to these two departments, for example, that of recruitment from outside the Public Service where central agency recruitment and referral services could not meet departmental requirements effectively.

Following studies and consultations in 1979, the Chairman of the Immigration Appeal Board decided to relinquish delegated staffing authority since the agency's volume of staffing activity was not sufficient for delegated staffing.

Delegation arrangements for one agency were scheduled to terminate in 1980 as established in a special delegation instrument, the purpose of which was to provide a specified period for the agency to correct identified operational deficiencies. The agency responded favourably and normal delegation arrangements were re-established with provision for renewal of the new instrument of two-year intervals.

The continuing review of authority delegated for recruitment from outside the Public Service showed a need for adjustments with regard to the Nursing (NU) group. As a result, external recruitment authority was delegated to National Health and Welfare with respect to the Hospital Nurse (NU-HOS) subgroup and authority was withdrawn from the Department of Veter-

ans Affairs for the Nursing Consultant (NU-CON) and Community Health Nurse (NU-CHN) subgroups. In 1980 also, authority was delegated to the Department of National Defence for external recruitment of students as Defence Research Assistants under Career-Oriented Summer Employment Programs.

A unique operational need in the Canadian Penitentiary Service warranted delegation of additional authority to make appointments without competition. Delegation was effected for the period from 22 May 1980 to 31 October 1981 for the appointment without competition of certain

employees in the Custodial Officer (CX-COF) subgroup.

The following table shows the changes, by occupational category and department, in the authority delegated to deputy heads, that were effected by instruments of delegation.

### Delegation of Staffing Authority

Action Effected	Scientific and Professional	Administrative and Foreign Service	Technical	Administrative Support	Operational	Career-Oriented Summer Employment Programs
<b>Delegation under New Framework for Delegation</b>	Transport 31 December 1980  Veterans Affairs 31 December 1980	Transport 31 December 1980  Veterans Affairs 31 December 1980	Transport 31 December 1980  Veterans Affairs 31 December 1980	Transport 31 December 1980  Veterans Affairs 31 December 1980	Transport 31 December 1980  Veterans Affairs 31 December 1980	Transport 31 December 1980  Veterans Affairs 31 December 1980
<b>Initial Delegation</b>	Fisheries and Oceans 5 May 1980	Fisheries and Oceans 5 May 1980	Fisheries and Oceans 5 May 1980	Fisheries and Oceans 5 May 1980	Fisheries and Oceans 5 May 1980	Fisheries and Oceans 5 May 1980
<b>Delegation of additional Groups</b>	National Health and Welfare 1 February 1980					National Defence (Civilians) 1 January 1980
<b>Reduction of Delegated Authority</b>	Veterans Affairs 1 February 1980					
<b>Re-establishment of Delegated Authority</b>	National Parole Board 23 January 1980	National Parole Board 23 January 1980	National Parole Board 23 January 1980	National Parole Board 23 January 1980		National Parole Board 23 January 1980
<b>Termination of Delegation</b>	Immigration Appeal Board 1 January 1980	Immigration Appeal Board 1 January 1980		Immigration Appeal Board 1 January 1980		Immigration Appeal Board 1 January 1980
<b>Special Delegation Instruments</b>					Canadian Penitentiary Service 22 May 1980 to 31 October 1980	

Note: Sub-section 6(1) of the *Public Service Employment Act* provides for delegation of staffing authority to deputy heads, subject to terms and conditions established by the Commission.



## Exclusions from the Public Service Employment Act

The *Public Service Employment Act* (Section 39) authorizes the Commission to exclude from the provisions of the Act any position or person or class of positions or persons, if the Commission decides this to be in the best interests of the Public Service. Any decision of this type, as well as revocations, must be approved by the Governor in Council. Exclusions made in 1980 in accordance with the provisions of Section 39 were as follows:

Order-in-Council No. 229, effective 18 January 1980

The Commission excluded from Sections 10 and 21 of the *Public Service Employment Act* employees in the Department of Transport who had been appointed to training positions in the Area/Terminal Control Training Program, and appointed them to other related positions in the Department of Transport following their successful completion of the necessary training and compliance with all applicable licensing requirements.

Those employees appointed to the same training program who did not complete it were also excluded from Paragraph 21(b) of the *Public Service Employment Act*. They have been appointed to other positions in the department.

Order-in-Council No. 455, effective 8 February 1980

Position No. EIC 42157 in the Employment and Immigration Commission was excluded from Paragraph 21(b) and Sub-sections 29(3), 30(1) and (2) and 37(3) and (4) of the *Public Service Employment Act*.

Order-in-Council No. 702

Certain employees who, before being laid off, had accepted positions at a level lower than that of their previously occupied positions declared surplus, were excluded from Sections 13 and 14 of the *Public Service Employment Act*. This exclusion, which is valid for a period terminating one year after the date of their appointments to such positions, allows such employees to enter competitions for which they would have been eligible had they remained in their previous surplus positions.

Order-in-Council No. 801

Certain persons were excluded from the language requirements for positions under

the *Public Service Employment Act*, for a specific period not to exceed the duration of the relocation of the Department of Veterans Affairs, the Bureau of Pension Review Advocates, the Pension Review Board and the War Veterans' Allowance Board to Charlottetown, Prince Edward Island.

Order-in-Council No. 1368, effective 22 May 1980

Incumbents employed in medium security institutions in the Custodial Officer sub-group, Correctional group were excluded from the application of Paragraph 21(b) of the *Public Service Employment Act*. They were appointed without competition to positions in maximum security institutions at one level higher than the position they previously occupied. Incumbents of the same sub-group in maximum security institutions were also excluded from Paragraph 21(b) of the *Public Service Employment Act*; they were appointed to a position one level lower than the position they previously occupied in medium security institutions.

Order-in-Council No. 2009, effective 24 July 1980 to 31 August 1981

The Commission excluded from Sections 10 and 21 of the *Public Service Employment Act* certain Mail Service Couriers and Relief Mail Service Couriers and appointed them, following successful completion of the Canada Post Mail Service Courier Heavy Vehicle Training Program and compliance with the applicable licensing requirements, to Heavy Vehicle Operator positions in the same service.

Orders-in-Council No. 456, effective 8 February 1980; No. 1369, effective 22 May 1980; No. 2008, effective 24 July 1980; and No. 3217, effective 27 November 1980

Seven hundred and forty-nine persons who had been appointed for a specified period and who had had five years of continuous employment were excluded from Paragraph 21(b) of the Act and appointed without competition to indeterminate period positions in the same category, group and level. The positions to which they were appointed were excluded from the operation of Sub-sections 29(3), 31(1) and (2) and 37(3) and (4) of the Act regarding priority appointments.

In addition to the foregoing, 11 persons were excluded from the provisions of the *Public Service Employment Act* on their appointment to Public Service positions for a period specified in the exclusion order (see table below).

### Persons excluded from the Public Service Employment Act, 1980

Order-in-Council Number	Duration	Name	Title
616	11-03-1980/30-03-1980	Marcel Massé	Special Adviser to the Prime Minister
725	01-04-1980/01-04-1981	Bernard Ostry	Special Adviser (Culture and Communications Technology) to the Deputy Minister of Communications
727	25-03-1980/25-06-1980	Grant Reuber	Special Adviser to the Minister of Finance
729	25-03-1980/25-03-1981	Gordon Smith	Associate Secretary to the Cabinet
731	25-03-1980/25-03-1981	de Montigny Marchand	Associate Under Secretary of State for External Affairs
825	01-03-1980/01-03-1981	Bruce S. Rawson	Special Adviser to the Prime Minister on Social Development
1320	25-06-1980/01-07-1980	Grant Reuber	Special Adviser to the Minister of Finance
1456	01-04-1980/01-04-1981	Thomas McLeod	Special Adviser to the Minister of Finance
1576	31-05-1980: for the duration of his assignment to the North Atlantic Treaty Organization	Admiral Robert H. Falls	Special Adviser to the Prime Minister on National Defence matters
1811	15-07-1980/15-07-1981	H. B. Robinson	Special Adviser to the Under Secretary of State for External Affairs
2337	02-07-1980/02-07-1981	Louis Applebaum	Co-Chairman of the Federal Cultural Policy Review Committee
2339	27-08-1980/27-08-1981	Jacques Hébert	Co-Chairman of the Federal Cultural Policy Review Committee
2630	02-10-1980: revoked Order-in-Council 1576 of 31-05-1980	Admiral Robert H. Falls	Special Adviser to the Prime Minister on National Defence matters

## Leaves of Absence for Political Partisanship

Under Section 32 of the *Public Service Employment Act*, a public servant seeking to be a candidate in a federal, provincial or territorial election must apply to the Public Service Commission for a leave of absence without pay. The Commission may grant the leave if, after consultation with the deputy head, it is convinced that "the usefulness to the Public Service of the employee in the position he then occupies would not be impaired by reason of his having been a candidate for election."

In 1980, the Commission received 28 requests for leave under Section 32 of the Act. The requests were made by 26 public servants wishing to run in a federal election and two prospective candidates in provincial by-elections, one in Québec, one in Ontario.

Of the 28 requests for leave (federal and provincial), 23 were granted and five refused. The five employees refused leave were prospective candidates in the federal election of 18 February 1980. Of those granted leave, the breakdown by department is as follows:

Canadian Penitentiary Services	1
Employment and Immigration	6
Justice	1
National Defence (Civilians)	2
National Health and Welfare	1
Post Office	9
Public Archives of Canada	1
Public Works	1
Secretary of State	1

## Revocation of Appointments

The *Public Service Employment Act* provides for the revocation of appointments under three different circumstances:

- under Section 6, where an appointment was made under delegated authority and the Commission is of the opinion the person does not possess the necessary qualifications to perform the duties of the position, or where the appointment was made in contravention of the terms and conditions of delegation; when an appointment is made from within the Public Service, it may be revoked only by the Commission upon recommendation by a Board of Inquiry
- under Section 21, where an appeal has been allowed against an appointment
- under Section 41, where it is proven upon inquiry that a person has been involved in a fraudulent practice.

In 1980, four appointments were revoked by the Commission. Three of these were revoked under the provisions of Section 6, all of them being appointments from outside the Public Service. The fourth appointment was revoked under Paragraph 21(c). While there were no appointments revoked under Section 41, an inquiry conducted under Section 40 resulted in one employee not being eligible for rehire at the end of a specified period and another employee being the object of a recommendation by the Commission to the deputy head for disciplinary action.













## Révocations de nominations

*La Loi sur l'emploi dans la Fonction*

publique prévoit la révocation de nominations dans trois circonstances :

- en vertu de l'article 6, lorsque la nomination est faite par délégation de pouvoirs et que la Commission estime que la personne nommée ne possède pas les qualités requises pour exercer les fonctions du poste ou lorsque la nomination contrevient aux conditions visées par la délégation, la révocation de la nomination d'un fonctionnaire ne peut être faite cependant par la Commission que sur la recommandation à cet effet d'un comité qu'elle a mis sur pied pour enquêter sur la nomination;
- en vertu de l'article 21, lorsqu'un appel interjeté au sujet d'une nomination est accueilli;
- en vertu de l'article 41, lorsqu'il ressort d'une enquête qu'un fonctionnaire a été mêlé à des pratiques frauduleuses.

En 1980, la Commission a révoqué quatre nominations. Trois d'entre elles l'ont été en vertu de l'article 6. Dans chaque cas, il s'agissait de nominations de personnes de l'extérieur de la Fonction publique. L'autre nomination a été révoquée en vertu de l'alinéa 21c), tandis qu'aucune ne l'a été en vertu de l'article 41. Compte tenu des résultats d'une enquête menée aux termes de l'article 40, un employé n'a pu être admissible à une nouvelle nomination au terme de la période déterminée pour laquelle il avait été nommé et la Commission a recommandé au sous-chef disciplinaire de prendre des mesures disciplinaires contre un second employé.

## Congés autorisés pour fins d'activités politiques

En vertu des dispositions de l'article 32 de la Loi sur l'emploi dans la Fonction publique, tout fonctionnaire désireux de se porter candidat à des élections fédérales, provinciales ou territoriales doit présenter à la Commission de la Fonction publique une demande de congé sans traitement. La Commission, ayant sollicité l'avis du sous-chef concerne, peut accorder le congé si elle « ... est d'avis que, par rapport à la Fonction publique, l'efficacité de l'employé dans le poste qu'il occupe alors n'aura pas à souffrir du fait qu'il aura été candidat à une élection... »

En 1980, la Commission a été saisie de 28 demandes de congé en vertu de l'article 32 de la Loi. Vingt-six demandes provenaient de fonctionnaires désireux de briser les suffrages aux élections fédérales et deux, de fonctionnaires aspirant à être candidats à des élections provinciales : un au Québec et un en Ontario. La Commission en a agréé 23 et refusé cinq. Ces dernières venaient de fonctionnaires qui voulaient se porter candidats aux élections fédérales du 18 février 1980. Voici la ventilation par ministère des demandes agréées :

Archives publiques du Canada	1
Défense nationale (civils)	2
Emploi et Immigration	6
Justice	1
Postes	9
Santé nationale et Bien-être social	1
Secrétariat d'Etat	1
Service canadien des pénitenciers	1
Travaux publics	1

**Exclusions particulières**

La Commission a de plus soustrait 11 personnes aux dispositions de la Loi afin de les nommer à des postes de la Fonction publique pour une durée limitée, telle qu'indiquée au décret d'exclusion pertinent (voir le tableau).

pour une période indéterminée à des postes de même niveau, de même groupe et de même catégorie. Similairement, les postes de leur nouvelle nomination ont été soustraits à l'application des paragraphes 29(3), 31(1) et (2) et 37(3) et (4) affectant les bénéficiaires de priorité.

**Exclusions particulières**

Numéro du décret du Conseil privé	Durée du décret (jour, mois, année)	Nom	Titre
616	11-03-1980/30-03-1980	Marcel Massé	Conseiller spécial du premier ministre
725	01-04-1980/01-04-1981	Bernard Ostry	Conseiller spécial du sous-ministre des Communications en matière de culture et de technologie des communications
727	25-03-1980/25-06-1980	Grant Feuber	Conseiller spécial du ministre des Finances
729	25-03-1980/25-03-1981	Gordon Smith	Secrétaire associé du Conseil des ministres
731	25-03-1980/25-03-1981	de Montigny Marchand	Sous-secrétaire d'Etat associé aux Affaires extérieures
825	01-03-1980/01-03-1981	Bruce S. Rawson	Conseiller spécial du premier ministre en matière de développement social
1320	25-06-1980/01-07-1980	Grant Feuber	Conseiller spécial du ministre des Finances
1456	01-04-1980/01-04-1981	Thomas McLeod	Conseiller spécial du ministre des Finances
1576	31-05-1980 : Pour la durée de son affectation à l'Organisation du traité de l'Atlantique Nord	Amiral Robert H. Falls	Conseiller spécial du premier ministre en matière de défense nationale
1811	15-07-1980/15-07-1981	H. B. Robinson	Conseiller spécial du sous-secrétaire d'Etat aux Affaires extérieures
2337	02-07-1980/02-07-1981	Louis Applebaum	Coprésident du Comité d'étude de la politique culturelle fédérale
2339	27-08-1980/27-08-1981	Jacques Hébert	Coprésident du Comité d'étude de la politique culturelle fédérale
2630	02-10-1980 : Pour abroger le décret n° 1576 du 31-05-1980	Amiral Robert H. Falls	Conseiller spécial du premier ministre en matière de défense nationale

Exclusions de la Loi sur l'emploi dans la Fonction publique

Exclusions générales

L'article 39 de la Loi sur l'emploi dans la Fonction publique autorise la Commission à soustraire aux dispositions de la Loi toute personne, tout poste ou toute classe de personnes ou de postes si cela correspond aux meilleurs intérêts de la Fonction publique. Toute décision en ce sens, comme son renversement, doit être approuvée par le gouvernement en conseil. Voici pour 1980 les exclusions décrétées en vertu de l'article susmentionné.

Décret du Conseil privé n° 229 en vigueur à compter du 18 janvier 1980

La Commission a soustrait à l'application des articles 10 et 21 de la Loi des employés du ministère des Transports, après qu'ils furent nommés une première fois à des postes de stagiaires dans le cadre du Programme de formation sur le contrôle terminal et régional et après qu'ils eurent complété avec succès leur formation et obtenu le permis pertinent, pour les nommer à d'autres postes du ministère dans leur domaine d'études. La Commission a soustrait aussi à l'application de l'alinéa 21b) les employés qui n'ont pas complété le programme afin de les nommer à d'autres postes du ministère.

Décret du Conseil privé n° 455 en vigueur à compter du 8 février 1980

La Commission a exclu de l'application de l'alinéa 21b), des paragraphes 29(3), 30(1) et (2) et 37(3) et (4) de la Loi le poste n° EIC 42157 de la Commission canadienne de l'emploi et de l'immigration.

Décret du Conseil privé n° 702

La Commission a exclu de l'application des articles 13 et 14 de la Loi des employés de l'État qui, avant d'être mis en disponibilité, avaient accepté des postes de niveau inférieur à celui du poste qu'ils occupaient et qui allait être aboli. Cette exclusion vaut pour une période d'un an à partir de la date de la nouvelle nomination de ces fonctionnaires et vise à leur permettre de se porter candidat à des concours, comme ils en avaient le loisir avant leur mutation régressive.

La Commission a exclu de l'application de l'alinéa 21b) de la Loi les 749 fonctionnaires nommés pour une période déterminée et comptant cinq années de service continu afin de les nommer sans concours.



blies, incluant la reconduction de l'instru-  
ment à tous les deux ans.

L'examen continu des pouvoirs délégués en vue du recouvrement de l'extérieur de la Fonction publique a révélé la nécessité de faire des adaptations à l'endroit du groupe Sciences infirmières (NU). Par conséquent, la Commission a délégué le recrutement externe au ministère de la Santé nationale et du Bien-être social en ce qui concerne le sous-groupe infirmières d'hôpitaux (NU-HOS) et retiré au ministère des Affai-

res des anciens combattants celui des sous-groupes infirmières conseillères (NU-CON) et infirmières de santé publique (NU-CHN). Toujours en 1980, les pouvoirs adjoints de recherche pour la défense ont été délégués aux responsables du Programme d'emplois d'été axés sur la car-rière du ministère de la Défense nationale. Le Service canadien des pénitenciers a pu justifier dans son exploitation la nécessité temporaire d'une délégation additionnelle

de pouvoirs afin de prononcer dans cer-  
tains cas des nominations sans concours. La Commission a donc accru les pouvoirs de nomination du service relativement au sous-groupe Agents de garde (CX-COF) pour la période allant du 22 mai 1980 au 31 octobre 1981.  
Le tableau suivant donne par ministère et par catégorie professionnelle les modifica-  
tions apportées aux pouvoirs délégués aux sous-chefs, tels qu'indiquées dans les ins-  
truments de délégation.

Délégation des pouvoirs de dotation

Mesures prises	Spécialistes et scientifiques	Administration et service extérieur	Techniciens	Soutien administratif	Exploitation	Programmes d'emplois d'été axés sur la carrière	Délégation selon le nouveau système-cadre de délégation	Délégation initiale	Délégation de groupes additionnels	Délégation réduite	Délégation retablie	Délégation expirée	Délégation particulière
	Transports 31 décembre 1980	Transports 31 décembre 1980	Transports 31 décembre 1980	Transports 31 décembre 1980	Transports 31 décembre 1980	Transports 31 décembre 1980	Affaires des anciens combattants 31 décembre 1980	Pêches et Océans 5 mai 1980	Santé nationale et Bien-être social 1 <sup>er</sup> février 1980	Affaires des anciens combattants 1 <sup>er</sup> février 1980	Commission nationale des libérations conditionnelles 23 janvier 1980	Commission d'appel de l'immigration 1 <sup>er</sup> janvier 1980	
	Affaires des anciens combattants 31 décembre 1980	Affaires des anciens combattants 31 décembre 1980	Affaires des anciens combattants 31 décembre 1980	Affaires des anciens combattants 31 décembre 1980	Affaires des anciens combattants 31 décembre 1980	Affaires des anciens combattants 31 décembre 1980		Pêches et Océans 5 mai 1980			Commission nationale des libérations conditionnelles 23 janvier 1980	Commission d'appel de l'immigration 1 <sup>er</sup> janvier 1980	
								Pêches et Océans 5 mai 1980			Commission nationale des libérations conditionnelles 23 janvier 1980	Commission d'appel de l'immigration 1 <sup>er</sup> janvier 1980	
									Défense nationale (civils) 1 <sup>er</sup> janvier 1980		Commission nationale des libérations conditionnelles 23 janvier 1980	Commission d'appel de l'immigration 1 <sup>er</sup> janvier 1980	
											Service canadien des pénitenciers 22 mai 1980 au 31 octobre 1980		

Note : Le paragraphe 6(1) de la Loi sur l'emploi dans la Fonction publique prévoit la délégation aux sous-ministres des pouvoirs en matière de dotation sous réserve du respect des conditions fixées par la Commission.

## Délégation des pouvoirs de dotation

En 1980, la délégation des pouvoirs de dotation a fait l'objet de deux révisions générales. La première a permis d'accroître les pouvoirs délégués pour les niveaux 5 et 6 du groupe Économie, sociologie et statistique (ES) et pour le niveau 5 du groupe Programmes de bien-être social (WP) et la deuxième, d'appliquer un certain nombre des dispositions du nouveau système-cadre de délégation.

### Nouveau système-cadre de délégation

Le nouveau système-cadre a pour objet premier d'accroître l'efficacité de la délégation et l'impulsiabilité des délégataires. La poursuite de cet objectif suppose :

- une politique de délégation plus souple et mieux adaptée aux besoins des délégations,
- l'assignation d'objectifs aux ministères et leur inclusion dans les instruments de délégation et
- la rédaction d'instruments de délégation plus précis en vue d'en accroître l'efficacité.

Ainsi, les nouveaux instruments investissent les délégataires éventuels de pouvoirs de dotation qu'ils peuvent exercer pour une période indéterminée sous réserve d'un examen périodique et précisent : la nature et les conditions de la délégation,

- les subdélégués éventuels et les responsabilités qui leur reviendront et
- les objectifs assignés au ministère en regard de la délégation.

Le nouvel instrument précise encore mieux la portée des pouvoirs accordés aux sous-chefs en tenant compte des changements d'orientation qui devaient être apportés à la délégation même. La liste qui suit énumère tout ce qui a été fait à cet égard :

- la délégation aux sous-chefs du pouvoir de faire des nominations à tous les groupes et niveaux professionnels faisant généralement l'objet d'une délégation de pouvoirs,
- la délégation du pouvoir de nommer des employés à des postes de stagiaire en administration ainsi que de nommer les stagiaires aux groupes et niveaux visés par la délégation,
- la suppression de la nécessité de recommander et de faire approuver toute nomination comportant le passage d'un groupe à l'autre pour ce qui est des groupes Gestion des finances (FI), Services d'information (IS), Organisation et méthodes (OM) et Gestion du personnel (PE).

- l'élimination de la nécessité de recourir au Permetti pour pourvoir à des postes de certains groupes,
- l'annulation de la disposition permettant l'arrêt temporaire des pouvoirs de délégation,
- la permission de faire des nominations sans concours comportant le passage d'une catégorie à l'autre pour ce qui est des catégories Scientifiques et spécialisées. Administration et service extérieur et Techniciens.
- l'abrogation de la disposition concernant les activités de dotation non autorisées et les nominations irrégulières,
- l'établissement du pouvoir de la Commission d'effectuer elle-même toute activité de dotation visée par la délégation ou d'en surveiller le déroulement et
- l'instauration de la nécessité pour les ministères de fournir à la Commission toutes données statistiques qu'elle demande sur les activités de dotation effectuées en vertu de la délégation.

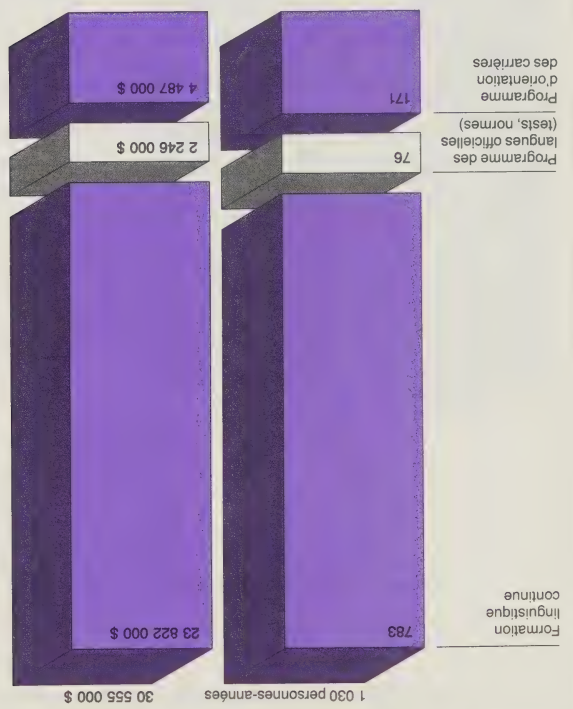
Ce n'est qu'après avoir fait un examen approfondi et une évaluation générale de la façon dont un ministère s'acquitte de la gestion des pouvoirs de dotation qui lui sont délégués que la Commission permet l'application intégrale du nouveau système-cadre de délégation. De cette façon, les ministères des Transports et des Affaires des anciens combattants ont pu recevoir chacun leur nouvel instrument de délégation. Les deux instruments visaient à résoudre des difficultés de dotation qui étaient propres aux ministères, dont le recrutement de l'extérieur de la Fonction publique là où les services pertinents des organismes centraux ne pouvaient répondre efficacement à leurs exigences.

De son côté, par suite d'études et de consultations effectuées en 1979, le président de la Commission d'appel de l'immigration a décidé de renoncer aux pouvoirs de dotation qui lui avaient été délégués, étant donné que le volume des activités de dotation de l'organisme n'en justifiait pas l'exercice.

Pour un autre organisme, l'instrument de délégation prévoyait exceptionnellement que les conditions de délégation devaient prendre fin en 1980 afin de lui permettre de rectifier avant cette date les irrégularités relevées dans ses activités lors de la vérification. L'organisme a satisfait aux exigences connues et les conditions habituelles de la délégation ont été réta-

Graphique 3

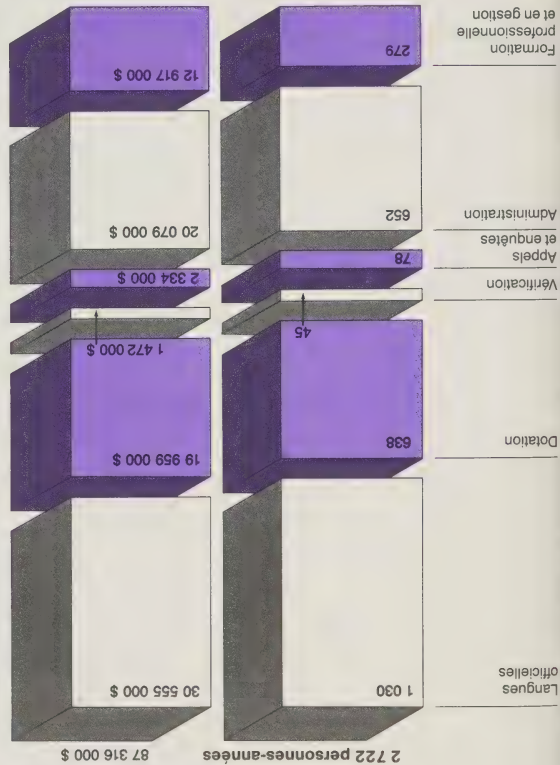
Affectations budgétaires aux langues officielles



Note : Du 1<sup>er</sup> avril 1980 au 31 décembre 1980, 56 personnes-années ont été transférées à des ministères dans le cadre du Programme d'orientation des carrières.

Budget de la Commission de la Fonction publique pour l'exercice financier de 1980/1981

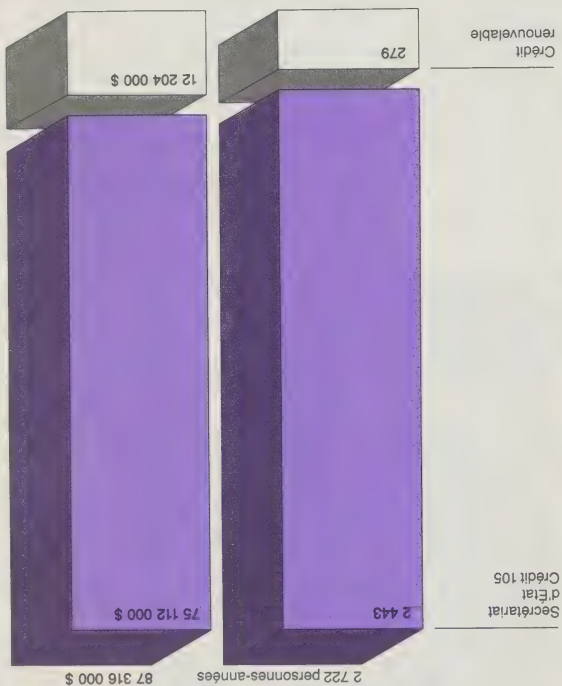
Graphique 1  
Affectations budgétaires par grands secteurs d'activité



Note : Les fonds alloués à la formation professionnelle et en gestion comprennent 713 000 \$ remboursés au fonds du crédit renouvelable.

Un crédit renouvelable est un fonds dont le prélèvement à des fins déterminées. Le montant de ce prélèvement ne doit à aucun moment dépasser le plafond fixé par le législateur, mais il est constamment reporté. Il est maintenu sur présentation de justificatifs de dépenses.

Graphique 2  
Provenance des personnes-années et des fonds



Note : Les fonds alloués à la formation professionnelle et en gestion comprennent 713 000 \$ remboursés au fonds du crédit renouvelable. Le total ne tient pas compte des sommes qui ont été bloquées par le Conseil du Trésor (58 personnes-années et 1 750 000 \$) mais il comprend 3 personnes-années fournies, seulement pour 1980/1981, par la Commission de lutte contre l'inflation et la somme de 725 000 \$ au titre du budget supplémentaire des dépenses.

Le budget principal de 1980/1981 du fonds renouvelable du perfectionnement et de la formation du personnel pour les programmes de formation et de perfectionnement professionnels en matière de gestion prévoit un déficit de fonctionnement de 1 636 000 \$.



**Vérification interne**

Les nouveaux programmes de vérification, 1979, ont été élaborés, puis intégrés aux 1980. Les vérifications des directions générales s'appliquent maintenant à la gestion financière, à la mesure du rendement, aux langues officielles tout comme à la gestion générale et à l'exploitation. Les vérifications de la gestion du personnel et des procédures administratives, demandées par le Bureau du Contrôleur général, pour-  
ront s'y ajouter plus tard.

Au cours de l'année, la vérification des directions générales de la formation linguistique, des appels et des enquêtes ainsi que de la Direction des services du secretariat a été achevée. Le premier rapport synthétique des vérifications financières a été publié; il traite des opérations du fonds d'administration des frais de déplacement et du paiement des autres dépenses. Le cycle des vérifications s'est amorcé avec celle de la Direction générale de la dotation 1981. Une étude portant sur l'efficacité des vérifications a pris fin et la haute direction a reçu rapport de ses conclusions et de ses recommandations.

**Relations de travail**

En 1980, la Commission a poursuivi ses efforts pour améliorer la qualité de ses relations avec les syndicats de ses employés qui font partie d'unités de négociation. Il existe à cet effet depuis 1977 un comité de consultation patronal-syndical auquel sont venus s'ajouter huit sous-comités selon la section locale des syndicats. Au cours des trois séances de consultation cette année, il fut question notamment de la directive du ministère concernant les zones de concours, des critères régissant l'octroi des congés d'études aux employés du sous-groupe d'Enseignement des langues et de l'ampleur de la formation dispensée aux employés au cours de l'exercice financier de 1978/1979, du programme de redéploiement à l'intention des employés déclarés excédentaires à la Commission ainsi que d'une directive sur l'hygiène et la sécurité au travail. Par suite d'un atelier officiel réunissant représentants syndicaux et gestionnaires, il a été convenu d'organiser à titre expérimental au sein de chacune des directions générales des consultations entre la direction et les employés.

**Langues officielles**

La Commission a rendu public, en février 1980, son plan des langues officielles suite à son approbation par le Conseil du Trésor Canada. Chaque direction générale a depuis complété le plan d'un examen détaillé de la situation des deux langues et prépare un échéancier de mise en œuvre des mesures adoptées.

L'effectif de la Commission se répartit entre 34,8 % d'Anglophones et 65,2 % même l'année dernière, la Commission maintenant cette proportion malgré la diminution de son effectif et les autres changements de personnel. Les postes bilingues ont augmenté de 1,6 % pour atteindre 54,8 % du total, soit 4 15 postes. Plus important encore est le fait qu'au delà de 87 % des titulaires satisfont aux exigences linguistiques de leur poste, ce qui constitue une nette amélioration sur l'an dernier alors que 79,6 % y satisfaisaient. La Commission s'est vu octroyer en 1980 l'exemption du Conseil du Trésor Canada de lui présenter pour approbation son plan annuel sur les langues officielles. Cette mesure, valable pour les deux années à venir, est la conséquence des résultats satisfaisants qu'a obtenus la Commission pour refléter dans son organisation et dans son travail les deux groupes linguistiques officiels du Canada.

**Égalité d'accès**

La Commission, en tant que ministère, participe activement à la mise en œuvre de la politique gouvernementale en matière d'égalité d'accès aux emplois de la Fonction publique. Sa façon de faire est axée sur l'intégration des programmes d'égalité d'accès au processus de gestion des ressources humaines. Les mesures prises ont déjà commencé à porter fruit. Si on ne retrouve pas encore les femmes en grand nombre parmi les membres de la gestion supérieure, elles occupent par contre de plus en plus de postes de niveaux intermédiaires. Cela veut dire que dans les années à venir il aura un plus grand bassin de ressources où puiser pour combler les postes vacants des niveaux supérieurs. En ce qui concerne l'emploi de handicapés, la Commission en est au stade de la sensibilisation de son personnel aux possi-

**Qualité de la dotation**

Les pouvoirs de dotation qui sont délégués à la Commission, comme ministère, ont fait l'objet d'une vérification interne au cours de 1980. Cette vérification a permis à la Commission de constater qu'elle s'acquittait bien de ses activités de dotation. Mais elle a décelé une faiblesse qui décou-  
lait des lacunes de certaines directives. Pour corriger cette situation, la Commission a émis de nouvelles directives sur les zones et sur les avis de concours. Elle a de plus entrepris d'élaborer celles sur les mutations, les reclassements et les nominations internes. En outre, la Commission a mis sur pied un programme de vérification mensuelle afin de s'assurer que ses agents se conforment aux normes qu'elle a fixées pour l'exercice des activités de dotation.

bilites multiples qui s'offrent à cet égard. Cependant, elle a déjà entrepris l'identification de postes qui conviendraient à de tels employés et de l'équipement qu'il faudrait se procurer pour leur permettre de fonctionner le plus normalement possible. Mais déjà en 1980, la Commission a accueilli dans ses rangs 27 handicapés.

La Commission a continué au cours de la dernière année de chercher à améliorer ses pratiques et ses contrôles de gestion interne, conformément aux efforts particuliers déployés actuellement pour rehausser la qualité de la gestion dans la Fonction publique. Suivant les plans initiaux de 1977, la Commission s'est attachée, en 1980, à partager les différentes phases de son système de gestion intégrée. Ce système s'applique à un cycle complet de gestion, depuis l'élaboration des plans d'action à long terme jusqu'à l'évaluation finale de l'efficacité des programmes. La Commission a amélioré son système de planification à long terme qui permet maintenant d'établir les prévisions de programme et d'avoir une vue d'ensemble des plans d'action, prévisions et plans qu'elle doit présenter au Conseil du Trésor Canada. Les gestionnaires, à tous les échelons, comprennent mieux maintenant les plans d'action à long terme lors de la détermination des buts des directions générales. Quant à l'allocation des ressources, ses modalités et sa présentation ont encore été améliorées pour en simplifier la demande. En outre, la Commission a effectué un examen de son budget « A » pour approfondir sa connaissance de toutes les activités à accomplir en fonction des ressources requises ainsi que des répercussions de l'abandon des activités pour lesquelles aucune ressource n'avait été allouée.

En 1980, pour la première fois, la Commission a établi le plan de ses activités de telle façon qu'il serve à leur vérification et à leur contrôle. La vérification de l'exécution des activités, à mettre en œuvre en 1981, devrait faire en sorte que chaque niveau de gestion rende mieux compte de son travail au niveau qui lui est supérieur ainsi qu'à l'ensemble de la Commission.

La Commission a analysé certains de ses grands systèmes de soutien et d'information dans le but de déterminer la mesure dans laquelle ils peuvent s'intégrer à l'ensemble de son système de gestion. Elle est en train d'élaborer des plans de mise en œuvre des recommandations de cette analyse et des mécanismes de contrôle des systèmes en question pour s'assurer que les renseignements qu'ils fournissent sont utiles, exacts et qu'ils arrivent à point nommé.

**Mesure du rendement**

Toutes les directions générales de la Commission ont accompagné leurs buts et leurs plans d'activités de données sur la mesure du rendement pour justifier les ressources qu'elles demandent dans les prévisions de programme et le budget principal des dépenses. Ces données serviront aussi au contrôle des plans pendant l'examen du rendement de l'exploitation du système de gestion intégrée.

En 1980, vu l'importance de l'établissement d'indicateurs d'efficacité, la Commission a arrêté ses propres indicateurs pour mesurer la qualité de son exploitation, bien que presque toutes les directions générales avaient déjà des indicateurs qui servaient à la justification de leurs demandes de ressources (et auxquels il sera nécessaire d'apporter des améliorations de nouveaux moyens de contrôle). En outre, la Commission a entrepris, au cours de l'année, de regrouper toutes ses données sur la mesure du rendement.

**Gestion des ressources en information**

Toutefois en ce qui concerne la qualité de la gestion, la Commission s'est donnée, en mars 1980, une politique de gestion des ressources en information. Cette politique reconnaît que l'information est indispensable à la formulation des politiques et au fonctionnement efficace des programmes de la Commission et que l'acquisition et le stockage de données peuvent être assez dispendieux. Elle exige que tous les besoins en collecte, en stockage et en diffusion de renseignements soient pondérés en fonction du coût de l'ensemble du système, qui englobe à la fois le matériel électronique et les systèmes de soutien administratif.

La Commission s'emploie à réorganiser la nouvelle Direction des systèmes d'information et de gestion afin de faciliter l'utilisation de ses procédés de gestion des ressources en information. Cette utilisation devrait particulièrement tenir compte de l'élaboration de systèmes d'ensemble, de la planification et du contrôle de l'acquisition de techniques informatiques ainsi que du respect de la Loi canadienne sur les droits de la personne et de la législation à venir concernant l'accès à l'information.

d'inscriptions aux cours continus en 1980 a augmenté de 2,6 % par rapport au total équivalent en 1979. Pour ce qui est des nouvelles inscriptions, elles sont supérieures de 11,6 % à celles de 1979, soit 241 inscriptions de plus (voir le tableau 6). Ces augmentations sont attribuables à l'arrivée en cours des quelque 800 titulaires bilingues des postes bilingues dont les exigences linguistiques avaient été relâchées. Les nouveaux étudiants ont forcé nombre de fonctionnaires à suivre d'autres cours que les cours continus. Moins de la moitié (31,7 %) des étudiants inscrits la formation continue de 1980 poursuivent la formation qu'ils avaient commencée l'année précédente. Des 1 624 étudiants qui ont terminé leur formation linguistique, 98,2 % ont réussi à l'Examen de connaissance de la langue.

Suite à la préparation du matériel pédagogique l'année dernière, l'implantation du nouveau programme de formation linguistique s'est poursuivie en 1980. Les nouvelles orientations linguistiques et pédagogiques de ce programme exigent des changements d'attitude aussi bien de

Tableau 6

inscriptions aux cours continus de français et d'anglais, de 1976 à 1980

Année	Cours de français		Cours d'anglais		Total
	Année précédente	Année courante	Année précédente	Année courante	Année précédente
1976	2 314	3 843	6 157	241	609
1977	2 303	2 530	4 833	342	662
1978	1 336	1 332	2 668	387	715
1979	930	1 609	2 539	460	754
1980	841	1 754	2 595	556	785
					1 070
					2 310
					3 380

Ne tient compte que des étudiants qui poursuivent leur formation l'année suivante.  
Comprend les étudiants des cours continus donnés à raison de quatre heures par jour.

### Aide spécialisée

la part des enseignants que de celle des étudiants et des ministères. Elles sont axées sur les besoins des étudiants en milieu de travail et le programme offre un enseignement plus adapté aux besoins particuliers des ministères. Le programme fait aussi appel à un système intégré d'évaluation du rendement des étudiants. La Commission se penche par ailleurs sur le renouvellement du programme d'enseignement de l'anglais de façon à ce qu'il réponde lui aussi aux besoins des ministères.

de la Santé nationale et du Bien-être social et des cours pour les contremaîtres de la Commission de la Capitale nationale.

L'année écoulée a également vu la publication et la mise en vente de plusieurs manuels d'enseignement du français et de l'anglais qui connaissent un vif succès auprès des clients du ministère des Approvisionnement et Services. Il faut souligner ce chapitre qu'un nombre sans cesse croissant d'organismes extérieurs à la Fonction publique fédérale, tant au Canada qu'à l'étranger, s'adressent à la Commission en vue de prendre connaissance de ses approches de travail, de ses techniques et de ses productions.

En conclusion, la mise en œuvre de ces changements en 1981 permettra au programme de formation linguistique de servir avec efficacité et efficience les objectifs gouvernementaux en matière de langues officielles, tout en continuant de garantir que les postes bilingues de la Fonction publique seront comblés selon les principes du mérite, de l'équité et de l'égalité d'accès.



Faits à noter

- Augmentation de la population étudiante des cours continus de 2,6 % et des autres cours de 2,1 %
- Consolidation des centres de formation de la Région de la capitale nationale
- Mise en marche du nouveau programme de formation

La décision du gouvernement de poursuivre au-delà de 1983 la formation linguistique de ses employés s'est accompagnée d'une révision en profondeur de la gestion de ce programme de formation. Le programme continuera d'être un outil important de la bilinguisation de l'appareil fédéral; toutefois, il faudra prendre d'autres moyens pour qu'il serve cet objectif plus efficacement encore que par le passé.

Cours de langue

Comme en 1979, la Commission a offert en 1980 dans ses centres de formation et dans les locaux des ministères de la formation de base ou du perfectionnement sous forme de cours continus, de cours à temps partiel, de cours du soir ou de cours cycliques. À l'extérieur de la Région de la capitale nationale, en plus de la gamme habituelle des cours d'anglais et de français, dispensés souvent par l'entremise d'ententes contractuelles avec des individus ou des institutions, la Commission a offert plusieurs cours pour répondre à des besoins particuliers, tels par exemple les cours donnés en résidence et les cours destinés aux juges de la Cour fédérale ou de la Cour de citoyenneté, aux stagiaires en *Common Law* et aux recrues de la Gendarmerie royale du Canada.

Le nombre d'inscriptions aux cours autres que continus est passé de 8 502 en 1979 à 8 684 en 1980, soit une hausse de 2,1 % (voir le tableau 5). Le nombre total

Ainsi, les ministères seront amenés à planifier plus soigneusement l'utilisation qu'ils font de la formation linguistique. Ils seront redévolues non seulement des ressources humaines et financières qu'ils y consacrent mais aussi de la mise à profit des compétences linguistiques de leur personnel. Les gestionnaires devront participer à l'établissement du plan de formation de leurs employés, ayant à l'approuver et à en superviser l'application. Ils auront aussi à assurer les conditions qui permettront à leurs employés d'utiliser leur langue seconde au travail.

De plus, la formation linguistique ne sera accessible qu'aux seuls fonctionnaires qui voudront devenir bilingues et qui ont les aptitudes manifestes. Avant d'aller en cours, ils auront participé à l'élaboration de leur plan de formation et se seront engagés à le respecter.

La formation linguistique des fonctionnaires ne consistera pas seulement à les former à pouvoir s'exprimer convenablement.

Tableau 5

Inscriptions aux cours autres que continus de français et d'anglais, 1980

Cours autres que continus			
Temps partiel			
Total	8 684	7 357	1 327
Cycliques	334	334	0
Soir	2 812	2 369	443

Comprend les étudiants de 1979 qui ont poursuivi leur formation en 1980.





affectation de trois mois chacun auprès des administrations de l'Alberta, du Québec et du Nouveau-Brunswick. Ils ont également fait un séjour dans les administrations d'Edmonton, de Hull et de Moncton.

En résumé, l'année écoulée marque une étape importante dans le domaine de la formation et du perfectionnement. Les réformes qui y ont été faites inaugureront une période où les services de formation tiendront davantage compte des besoins véritables de la Fonction publique. À la Commission, ces services correspondent non seulement aux exigences de la nouvelle politique du Conseil du Trésor Canada, mais encore seront-ils offerts à moindre coût aux ministères.

encore, la Commission a assumé la responsabilité de programmes spéciaux de formation et de perfectionnement sur les scènes canadienne et internationale.

Il importe de noter l'utilisation grandissante des instruments d'identification des besoins de formation (l.b.f.), élaborés à la Commission. La Troisième l.b.f. ainsi que la grille d'analyse occupationnelle par la Commission, La Troisième l.b.f. ainsi que la direction désirait cerner le profil des postes de ses employés.

Sur le plan international, la Commission, en collaboration avec l'Agence canadienne de développement international et le ministère des Affaires extérieures, a fourni pour la deuxième année consécutive des services de formation au *Management Development Institute* du Lesotho. Plus récemment, au mois de juin, après entente avec l'Organisation des Nations unies, des agents de formation de la Commission se sont rendus à New York y diriger des stages de perfectionnement destinés aux cadres du Secrétariat des Nations unies. Enfin, un groupe de dix hauts fonctionnaires du gouvernement du Zimbabwe ont eu l'occasion de suivre une série de huit séminaires de gestion de la Commission dans le cadre de leur stage de formation à l'université Dalhousie. Tous ces services se donnent aux frais de l'organisme demandeur.

### Programmes spéciaux de perfectionnement

En vertu d'un protocole d'entente conclu avec le gouvernement du Québec en 1976, quatre fonctionnaires de chacune des administrations canadienne et québécoise ont reçu des affectations de formation et de perfectionnement d'une durée d'un à deux ans. Les participants proviennent de la Fonction publique fédérale ont été affectés au ministère de l'Industrie, du Commerce et du Tourisme, au Conseil du Trésor, au ministère de l'Éducation et au Centre d'études universitaires dans l'ad- Québecois. Quant aux participants de l'administration provinciale, ils ont été affectés au ministère des Pêches et des Océans, au ministère de l'Industrie et du Commerce, à la Société pour l'expansion des exportations et au Bureau du Vérificateur général.

En outre, trois étudiants de l'École nationale d'administration du gouvernement français sont venus au Canada pour une

l'extérieur de celle-ci, des individus partiellement doués et de les nommer à des postes d'administrateur subalterne. Sur un total de 14 stagiaires en administration nommés en 1980, 100 étaient des diplômés d'universités, tandis que les 14 autres venaient des rangs du soutien administratif.

Le 31 décembre 1980, la Commission de la Fonction publique a délégué aux ministères les pouvoirs de sélection et de nomination des stagiaires provenant de la Fonction publique. De cette façon, le programme connaît-il une, au cours de la prochaine année, un regain de popularité auprès des ministères. Dans l'ensemble, par rapport à 1979, le nombre de stagiaires s'est accru de 17,5 % en 1980.

### Programme Cours et affectations de perfectionnement

Lancé en 1968, le programme Cours et affectations de perfectionnement (Cap) permet à ses participants d'obtenir une ou plusieurs affectations de travail qui correspondent à leurs objectifs professionnels et leur donnent l'occasion d'accroître leur compétence et leur expérience.

Le programme a attiré au total 800 personnes de haut calibre. De ce nombre, 746 ont suivi le programme au complet et ont bénéficié de 1 590 affectations de perfectionnement. Outre les affectations à l'intérieur de la Fonction publique, les responsables du programme en ont organisé 155 dans le cadre d'Échanges Canada, dont 32 sont en cours. Depuis 1968, 218 ex-participants ont accédé au niveau de la haute direction ou à des niveaux équivalents. Un autre groupe de 191 ont été nommés à des postes classes immédiatement au-dessus du niveau de la haute direction. Ont également participé au programme 62 personnes qui proviennent du secteur privé ou des gouvernements provinciaux et étrangers, de même que 33 employés d'organismes fédéraux non assujettis à la Loi sur l'emploi dans la Fonction publique.

Au 31 décembre 1980, le programme Cap comptait 283 participants. De ce nombre, 237, à une autre affectation. Des 47 qui avaient suivi le cours pendant l'année, 36,0 % étaient des femmes et 38,0 %, des Francophones.

**Activités connexes**

Les activités de la Commission s'étendent aussi hors du champ d'action de la Fonction publique fédérale. Cette année

domaine de gestion bien précis en s'inscrivant à un ou à quelques modules seulement et combler graduellement de la sorte nombre de leurs besoins.

La Commission étant la première responsable des services de formation à l'échelle de l'Administration, c'est à elle que le Conseil du Trésor Canada a confié la prestation des programmes d'orientation. Toutefois, les grands ministères peuvent faire directement celle des programmes pour superviseurs et pour cadres intermédiaires. Evidemment, la Commission aura à s'assurer, pour ces deux niveaux de gestion, du respect des objectifs d'apprentissage de même que de la qualité et du contenu des modules qui auront été retenus.

**Élimination de cours**

La mise en œuvre de la nouvelle politique sur la formation a d'autre part entraîné la décision d'éliminer 71 des cours de la Commission. Cette coupure prendra effet

au mois de juillet 1981, un an après l'im-plantation du tronc commun. Il fallait en effet éliminer les cours non essentiels à la formation des fonctionnaires et qui visent que l'approfondissement des compétences d'apprentissage et qui visent la formation des fonctionnaires et qui visent des ministères.

**Réorganisation**

La Commission a entrepris en 1980 la restructuration de la Direction générale du perfectionnement. Elle vise par là le triple objectif de répondre aux exigences de la nouvelle politique du Conseil du Trésor Canada sur la formation, de rentabiliser les services qui sont demeurés déficitaires et de diminuer les coûts de la formation. La réorganisation a déjà permis de réduire l'effectif et de redéployer le personnel restant pour en maximiser l'apport. Il importe

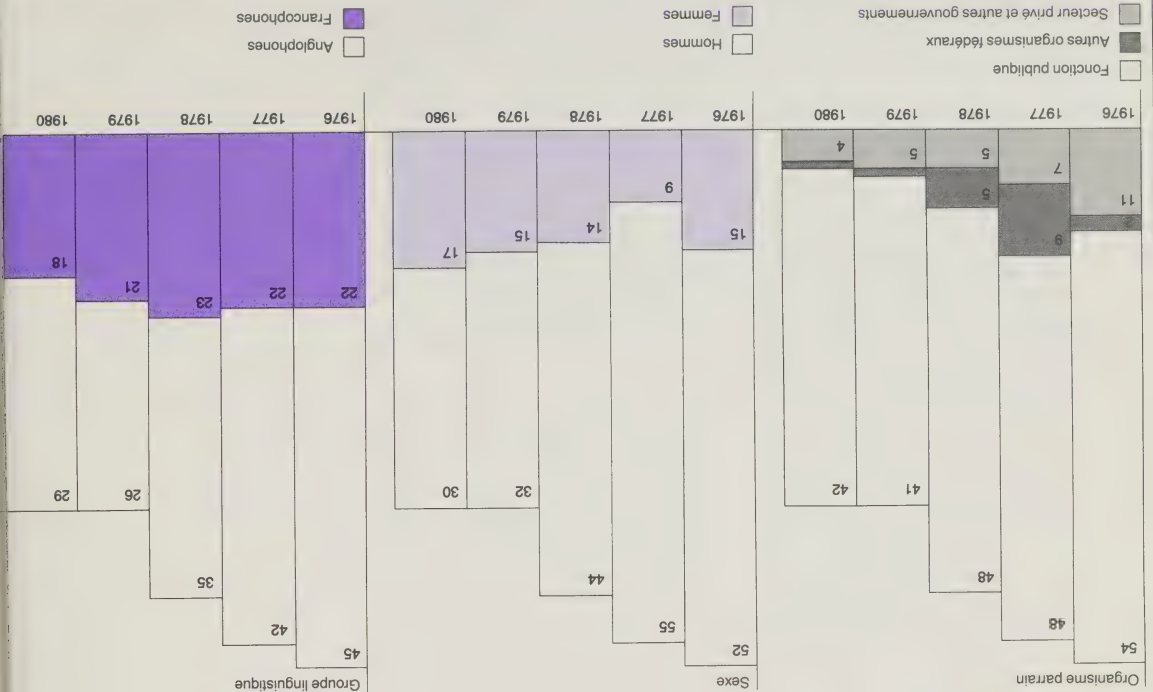
aussi de noter les deux nouvelles tâches remplies en plus de ses fonctions habituelles.

D'une part, la direction générale est chargée à présent de l'accréditation des agents de formation des divers ministères. Cela sous-entend non seulement l'établissement d'un programme de formation pour les formateurs ministériels, mais aussi d'un mécanisme pour en mesurer l'efficacité. D'autre part, la direction générale est à mettre sur pied pour le compte du Conseil du Trésor Canada une unité de vérification des programmes ministériels de formation et de perfectionnement.

**Programme des stagiaires en administration**

Depuis 1967, le Programme des stagiaires en administration a permis d'aller chercher, tant dans la Fonction publique qu'à

**Graphique 5**  
Participants au programme Cours et affectations de perfectionnement, de 1976 à 1980



Note : Les données touchant le groupe linguistique sont établies selon la première langue officielle de l'emploi.

Anglophones  
Francophones

Femmes  
Hommes

Fonction publique  
Autres organismes fédéraux  
Secteur privé et autres gouvernements

## La formation et le perfectionnement

### Faits à noter

- Baisse du nombre de cours de 684 en 1979 à 674 en 1980
- Fléchissement du nombre de jours-consultation de 27,5 %, soit de 5 419 à 3 923
- Légère augmentation du nombre de cours dispensés en français de 101 à 109
- Augmentation de 9,3 %, ou de 1 230 à 12 270, du nombre d'inscriptions aux cours
- Augmentation de la moyenne de fréquentation par cours de 16,4 à 18,2 participants

Le secteur de la formation et du perfectionnement traverse depuis 1978 une

période difficile. Les symptômes du malaise sont l'annulation d'un certain nombre de cours faute d'inscriptions suffisantes et les déficits successifs enregistrés par la Direction générale du perfectionnement. Durant l'exercice financier de 1978/1979, les dépenses ont excédé les recettes de 792 000 \$ tandis qu'en 1979/1980 le déficit atteignait le montant de 2 148 000 \$. Même à une époque où les besoins de formation semblent plus prononcés que jamais dans les domaines de la gestion du personnel et de la gestion financière, la formation n'était pas considérée comme une activité principale et pouvait être abandonnée s'il y avait des restrictions budgétaires. Pour corriger la situation, le gouvernement émit une nouvelle politique en la matière.

### Nouvelle politique

La réforme la plus significative de l'année aura été la mise en vigueur de la nouvelle politique sur la formation du personnel émise par le président du Conseil du Trésor Canada au mois de juin dernier. En vertu de cette politique, la formation se voit reconnaître comme une dépense nécessaire au fonctionnement de l'Administration. Par contre, la nouvelle politique ne manque pas de définir les limites dans lesquelles la formation peut être dispensée aux fins du contribuable. Elle insiste tout particulièrement sur le fait que la formation doit être maintenant reliée directement aux tâches et aux responsabilités des fonctionnaires. Il incombera donc aux gestionnaires de s'assurer que les cours qu'ils veulent suivre leurs employés correspondent bien aux exigences du travail et de

décider si l'investissement que cela entraîne procure à l'employeur autant qu'à l'employé des avantages réels. En outre, la nouvelle politique établit, avec la mise sur pied du Conseil de formation, un mécanisme permanent de concertation entre les ministères et les organismes centraux. Le Conseil de formation, souhaté depuis longtemps par la Commission, est composé de hauts fonctionnaires des ministères. Il a pour but de faciliter la communication entre les parties en cause et de faire en sorte qu'un seul groupe, au lieu d'être sanctionné, pour l'ensemble de la formation, les décisions qui affectent la formation.

**Programmes d'orientation en gestion**  
Tel qu'en fait foi le *Rapport annuel 1979*, la Commission consacre d'importantes ressources à l'élaboration et au parachèvement de programmes d'orientation en gestion qui s'inscrivent directement dans la ligne de pensée de la nouvelle politique. Ces programmes sont destinés aux superviseurs, aux cadres intermédiaires, aux cadres supérieurs, aux cadres-ministres adjoints. À partir de l'été 1981, ils formeront le noyau central autour duquel s'articuleront tous les autres cours.

Essentiellement, les programmes regrouperont selon une progression logique les connaissances que doivent posséder les gestionnaires pour s'acquitter de leurs responsabilités. Il pourrait bien être obligatoire pour les fonctionnaires nouvellement promus à l'un ou l'autre des niveaux de gestion de compléter le programme d'orientation pertinent. Il convient de relever en outre l'aspect modulaire des programmes, ils ont été conçus de façon à permettre aux participants de faire alterner théorie et formation sur le tas. Il sera en effet possible pour les stagiaires d'appliquer les connaissances apprises lors des programmes, d'échelonner leur formation sur plusieurs mois et, au besoin, de suivre des modules optionnels.

Pour ce qui est des cadres dont la promotion date d'un certain temps, ils pourront eux aussi bénéficier de l'organisation en modules des programmes d'orientation. Ainsi, ils pourront se perfectionner dans un





venue confirmer les motifs de la plainte et  
permettre de soulever la question, à savoir  
si l'interrogateur avait les qualités voulues  
pour participer aux jurys de sélection. Bien  
certainement de la plaignante n'avaient pas été  
amoincies, le ministère a convenu de ré-  
nommer le membre du jury vers un autre  
secteur de responsabilités.

• Après avoir obtenu un poste de  
commis dans un ministère fédéral, une  
diplômée d'université a prétendu que, dès  
les débuts, elle n'avait pas été acceptée  
par ses superviseurs et ses collègues, tout  
simplement parce qu'elle avait fait des  
études supérieures. Par exemple, on lui a  
confié des tâches qui n'entraient pas dans  
son annonce de fonctions et certaines  
autres avaient été rendues intentionnel-  
lement difficiles et ambiguës. À chaque fois  
qu'elle a voulu clarifier ses fonctions, on lui  
a répondu qu'elle avait des problèmes et  
qu'elle ne savait ni écouter ni suivre les  
directives données. Elle a été renvoyée à  
la fin de son stage probatoire. L'enquête a  
révélé que sa plainte pour harcèlement  
était fondée. Aux termes du règlement,  
tous les rapports défavorables ont été reti-  
rés de son dossier. Elle aurait également  
pu réintégrer son poste, mais elle a refusé,  
étant donné la mauvaise expérience  
qu'elle y avait vécue.

• Deux employés ont déposé une plainte  
prétendant qu'un concours avait été ouvert  
au public sans qu'ils aient d'abord été pris  
en considération. Sur l'avis de leur supe-  
rieur, ils se sont présentés au concours  
public et ont été jugés qualifiés. Ils se sont  
d'admissibilité, qui portait les noms de  
classes de deuxième et troisième sur la liste  
sept autres candidats. Un poste a été  
offert à celui qui avait été jugé le plus  
qualifié. L'enquête a révélé que le mini-  
stère avait tenu le concours sans s'être  
informé au préalable s'il y avait, dans la  
fonction publique, des fonctionnaires  
compétents et disponibles. Le ministère a  
pris les dispositions qui s'imposaient et il  
n'a donc pas été nécessaire d'annuler le  
concours ni la première nomination. Étant  
donné que les plaignants travaillaient déjà  
à temps partiel pour le ministère, leurs  
heures de travail ont simplement été modi-  
fiées de façon à refléter leur statut d'em-  
ployés à plein temps nommés pour une  
période indéterminée.

## Anti-discrimination

La Direction de l'anti-discrimination a con-  
tinué d'étudier et de régler les plaintes,  
surtout celles qui avaient pour motif le  
harcèlement, le traitement injuste ou inégal  
(non discriminatoire) et le déni de l'autori-  
sation sécuritaire, comme en font état les  
cas suivants.

• Un employé a fait l'objet d'une muta-  
tion latérale intraminière dans une  
autre région. Il a prétendu que des son  
arrivée, il avait dû subir des réprimandes  
injustes, avait été menacé de perdre son  
emploi permanent et avait essayé des  
insultes en raison de son origine raciale.  
Son superviseur a nié avoir passé des  
commentaires désobligeants sur ses origi-  
nes et expliqué que les mesures prises à  
son endroit avaient eu pour but de l'aider  
à améliorer son rendement. L'enquête n'a  
pas révélé de preuves suffisantes que le  
plaignant avait été insulté en raison de son  
origine raciale. Après avoir étudié tous les  
facteurs, il a été conclu que le superviseur  
avait traité le plaignant injustement, au  
point d'infliger à ce dernier une suspension  
de deux semaines. L'affaire a été réglée  
grâce à un ensemble de mesures de  
redressement et l'on a exigé que tous les  
documents concernant les mesures disci-  
plinaires soient retirés du dossier du  
plaignant.

• Une candidate à un poste a déposé  
une plainte pour discrimination sexuelle.  
Au cours de l'entrevue de sélection, elle a  
du répondre à des questions de nature  
discriminatoire concernant son état civil,  
l'emploi de son époux, etc. L'enquête est



## Les recours : droits et devoirs

### Faits à noter

- Accroissement de 38,0 % du nombre d'appels interjetés en 1980 par rapport à celui de 1979, soit 3 375 contre 2 439, en grande partie en raison de l'augmentation du nombre de procédures de sélection; augmentation de 37,0 % ou de 10 408 des nominations ouvrant droit à appel, soit de 28 025 en 1979 à 38 433 en 1980; maintien du taux d'appel à environ 9 % en 1979 et en 1980
- Augmentation depuis 1978 du nombre d'enquêtes effectuées par suite de plaintes : en 1979, 469 plaintes donnant lieu à 343 enquêtes et en 1980, 635 plaintes résultant en 428 enquêtes
- Diminution des plaintes concernant les pratiques discriminatoires de 365 en 1979 à 344 en 1980 et affectation d'agents de l'anti-discrimination à Toronto et à Vancouver en raison du nombre de plaintes provenant de leur région

### Appels

L'augmentation du nombre d'appels interjetés est attribuable entre autres à l'accroissement des procédures de sélection, spécialement dans la Région de la capitale nationale, ainsi qu'au plus grand nombre de personnes à s'être prévaluées de leurs droits de recours dans toutes les régions administratives du gouvernement sauf celle du Québec, où il y a eu moins d'appels qu'en 1979.

Sur les 3 375 appels interjetés en 1980, 3 250 l'étaient à l'encontre de procédés de sélection et 125, de recommandations de renvoi ou de rétrogradation (articles 21 et 31 de la Loi sur l'emploi dans la Fonction publique respectivement). La proportion des appels accueillis contre des procédures de sélection est demeurée relativement stable en 1979 et en 1980, s'établissant à 19,1 % (438 sur un total de 2 293) en 1979 et à 19,0 % (617 sur un total de 3 250) en 1980, tandis que celle des appels accueillis contre des recommandations de renvoi ou de rétrogradation est passée de 21,9 % en 1979 (32 sur 146) à 30,4 % (38 sur 125) en 1980. Le nombre des décisions rendues par les comités d'appel est passé de 1 229 en 1979 à 1 565 en 1980, soit une hausse de 27,3 %. Sur les 1 565 décisions rendues en 1980, 1 228 ou 78,5 % l'ont été dans les 10 jours ouvrables qui ont suivi l'audition de l'appel et, toujours en 1980, il a

### Exemples d'appels

fallu au Bureau du greffier 21 jours ouvrables en moyenne après la date d'expiration du délai d'appel pour fixer la date de l'audience.

Les paragraphes suivants résument deux décisions remarquables rendues en 1980. Elles permettent de mieux comprendre les exigences de la Loi à chaque étape du processus de dotation.

- Désireux d'utiliser les services d'un employé dans une région du pays autre que celle où il travaillait, un ministère a procédé à sa mutation et au transfert de son poste dans la région en question. Un autre employé a interjeté appel prétextant que ses chances d'avancement avaient été amoindries par cette mutation, mais le comité d'appel a conclu qu'il n'avait pas le pouvoir de statuer sur cette question. En effet, l'article 21 de la Loi accorde le droit d'appel dans les seuls cas de nomination et, selon l'avis du comité, la mutation d'un employé et le transfert de son poste ne constituent pas une nomination.
- Un ministère a recommandé le renvoi pour invalidité d'un employé souffrant d'une invalidité partielle permanente con-sécutive à un accident survenu sur les lieux mêmes de son travail et qui le privait de 65 % de ses capacités. À l'audition de l'appel, le comité a conclu que le renvoi était prématuré, étant donné que le ministre n'avait pas appliqué dans le cas de cet employé les directives du Conseil du Trésor Canada et de la Commission de la Fonction publique concernant l'emploi des handicapés.

### Importantes décisions judiciaires

Certaines des décisions judiciaires rendues en 1980 par rapport à la Loi sur l'emploi dans la Fonction publique ont eu des conséquences marquées sur le rôle et les responsabilités de la Commission. Pour la plupart, ces décisions concernaient des demandes de révision de décisions déjà rendues par des comités d'appel institués par la Commission. Bien que règle générale, ces demandes de révision proviennent de candidats reçus et d'appellants, certaines furent initiées par le procureur général du Canada, suite à une demande ministérielle. Et cette année, la Commission de la Fonction publique a, pour la



- Rédaction des instruments de délégation de manière à tenir compte des facteurs dont dépend la qualité de la gestion de la dotation

### Examen spéciaux

Deux examens spéciaux ont été réalisés en 1980. Il s'agit dans un premier temps du Programme d'emplois d'été axés sur la carrière (P.e.é.a.c.) ainsi que du Programme d'emplois d'été non axés sur la carrière (P.e.é.n.a.c.) et dans un deuxième temps du Programme de ressourcement en cadres de haute direction (P.c.h.d.) de la Commission de la Fonction publique. L'examen du P.e.é.a.c. et du P.e.é.n.a.c. a révélé une réduction du nombre d'employés embauchés par leur entremise par les ministères et un accroissement correspondant du degré d'utilisation du Programme d'emplois d'été pour les jeunes. Dans l'ensemble, il a été constaté que les ministères des activités de recrutement satisfaisantes des activités de recrutement menées dans le cadre du P.e.é.a.c. et du P.e.é.n.a.c. Ces observations positives ont donné lieu à la formulation d'une recommandation voulant que l'examen des nominations prononcées dans le cadre de ces deux programmes devienne partie intégrante des vérifications et des examens de la dotation.

L'évaluation des méthodes de gestion du P.c.h.d. en fonction des principes de la P.r.d. a, savoir le mérite, l'égalité d'accès à la Fonction publique, l'équité, la sensibilisation de la Fonction publique aux besoins des Canadiens ainsi que l'efficacité et l'efficacités, a donné lieu à des observations concernant notamment les campagnes de recrutement à l'intention des groupes sous-représentés, la publicité sur les postes à pourvoir, la qualité des documents de sélection et la considération aux bénéficiaires de priorité statutaire.

Afin de satisfaire aux exigences du gouvernement concernant la délimitation des responsabilités, surtout en ce qui a trait à la vérification, la Direction générale de la vérification de la Commission s'est employée à optimiser l'utilisation des renseignements provenant des vérifications internes et à réduire le nombre des vérifications effectuées par les organismes centraux.

La direction générale a mis sur pied en janvier 1980 un comité interministériel chargé du partage des renseignements relatifs aux méthodes de vérification.

- Utilisation insuffisante des divers modes d'évaluation, telles l'appreciation du rendement, malgré une amélioration constante de la qualité des outils et des techniques de sélection
- Insuffisance de la formation des membres des jurys de sélection
- Imprecision des gestionnaires organiques et les agents de dotation
- Insuffisance de la documentation des données recueillies par les services de gestion du personnel. D'autre part, la collaboration que reçoivent des vérificateurs ministériels les fonctionnaires de la Commission responsables des vérifications et des examens de la dotation permet également de maximiser l'utilisation de la banque de données sur les vérifications.
- L'année 1980 a également vu la Commission de la Fonction publique et le Conseil du Trésor Canada tenter une deuxième vérification conjointe de la dotation et de la classification. La Commission est en faveur d'une telle coordination parce qu'elle est moins exigeante pour les gestionnaires des ministères et qu'elle suppose le double emploi. En outre, une approche intégrée de la vérification du personnel devrait se traduire par une meilleure méthode d'évaluation de l'imputabilité de la gestion des ressources humaines. La nouvelle structure de délégation ajoute une dimension de plus à la notion d'imputabilité. La participation des sous-chefs de l'élaboration des conditions et des objectifs de la délégation sera une garantie de leur engagement à l'égard des idéaux que représente le principe du mérite et sur le plan strictement pratique, les objectifs établis constitueront un critère d'évaluation du rendement des ministères dans la gestion de la dotation.
- Retrait de la subdélégation dans des circonstances données
- Formation en règle des agents de dotation par le programme d'accréditation pertinent
- Explication aux gestionnaires et aux membres des groupes sous-représentés du rôle qu'ils ont à jouer dans les procédures de sélection
- Mise en place de meilleures mesures de contrôle et formation des gestionnaires à la façon d'utiliser les nominations internes pour les postes à pourvoir, la qualité des documents de sélection et la considération aux bénéficiaires de priorité statutaire.
- Elaboration de directives ministérielles sur plusieurs aspects de la dotation
- Exemples de mesures correctives prises par la Commission
- Communication au Conseil du Trésor Canada, pour suites à donner, des cas possibles de relations employeur-employé dans les marchés de services personnels aux services de personnel temporaire.
- Études spéciales visant à améliorer l'efficacité de la dotation

L'un des buts de ce comité est de produire des méthodes uniformes et de coordonner les méthodes des données recueillies par les services de gestion du personnel. D'autre part, la collaboration que reçoivent des vérificateurs ministériels les fonctionnaires de la Commission responsables des vérifications et des examens de la dotation permet également de maximiser l'utilisation de la banque de données sur les vérifications.

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Le nouveau système-cadre prévoit le partage des pouvoirs subdivisés entre les spécialistes du personnel et les gestionnaires organiques, ce qui constitue la notion de la double imputabilité. Alors que l'obligation de respecter le processus de dotation et les exigences réglementaires connexes incombe à l'agent de dotation, le gestionnaire organique est responsable pour sa part de la qualité des sélections. Ce partage de responsabilités est à la base même de l'efficacité de la dotation. Les vérifications et les examens de la dotation ne demeureront efficaces que dans la mesure où il y aura un équilibre entre leur nombre et leur adaptabilité aux nécessités d'une part et la préservation de l'intégrité professionnelle de ceux d'autre part. Le travail est passé en revue d'autre part. Le fait que la qualité et la valeur des rapports de vérification est reconnu de plusieurs sembles indiquer que la nouvelle façon de rendre compte de leur ministère en matière de dotation et à une évaluation de leur propre efficacité à cet égard.

## L'imputabilité des sous-ministres et la dotation

### Innovations concernant le processus

#### de vérification

En 1980, pour la troisième année consécu-

tive, la Commission a apporté des amelio-

ractions au Programme de vérification et

d'examen de la dotation en personnel.

Dans le cadre de la mise en place de la

nouvelle structure de délégation, une

phase de postvérification et un comité

consultatif de la délégation sont venus

s'ajouter au processus de vérification et

d'examen de la dotation (V.e.d.), compte

tenu de la nécessité d'adopter des méca-

nismes de mise à jour des renseignements

sur l'engagement des ministères à respec-

ter le principe du mérite et de réévaluation

de leur rendement dans ce domaine. La

postvérification, qui est censée se dérouler

six mois après la V.e.d., vise à établir les

progrès réalisés depuis la vérification,

tandis que l'intervention du Comité consul-

tatif de la délégation se veut un moyen

d'aider à l'établissement des modalités

des instruments de délégation propres à

chacun des ministères et de déterminer le

moment de procéder à la prochaine

vérification.

Les vérifications et les examens de la

dotation menés en 1980 allaient au-delà

du simple examen des préférences et des

priorités réglementaires, des outils et des

techniques de sélection, des nominations

interminables et des marchés de services

personnels. Désormais, la V.e.d. com-

prend, entre autres, l'examen de la gestion

du changement, de l'utilisation du person-

nel temporaire, des effets des initiatives

prises par les ministères en ce qui con-

cerne les groupes sous-représentés, des

délais d'exécution de la dotation, de l'utili-

sation des emplois normés pour une

période déterminée et de la composition

des jurys de sélection compte tenu des

besoins des groupes sous-représentés.

Cette façon de faire permet l'examen des

questions générales et particulières qui

influent sur la fonction de dotation et

répond à la nécessité d'adopter une

méthode positive et suffisamment souple

pour s'adapter aux changements d'orien-

tation du gouvernement et pour demeurer

un outil de gestion valable.

### Résultat des vérifications et des

#### examens de la dotation

Ayant procédé à la vérification de

53 ministères en 1978 et en 1979, la

Direction générale de la vérification a

entrepris en 1980 un second cycle de

vérification de 11 ministères. À cette fin,

elle a fait appel à une méthode améliorée,

dont la postvérification et le recours au Comité consultatif de la délégation fai-

saient partie intégrante.

Dans la plupart des cas, les constatations

avaient trait à la gestion de la dotation des

ministères, surtout en ce qui concerne

l'élaboration des politiques, la planifica-

tion, le contrôle, les communications,

l'organisation et le ressourcement. On a

procédé à une analyse en profondeur des

liens de cause à effet entre certains pro-

blèmes constatés à la vérification et des

lacunes décelées pendant l'examen. La

comparaison des constatations faites à la

vérification et à l'examen a donné des

recommandations concrètes qui ont

permis aux ministères concernés d'élabo-

rer des plans d'action pour corriger la

situation.

On trouvera dans la section qui suit la liste

de certaines des lacunes décelées au

cours des vérifications menées en 1980.

Comme le programme de vérification vise

à examiner les problèmes tant généraux

que particuliers d'un ministère donné, il ne

faudrait pas conclure que les problèmes

énumérés ci-après se retrouvent dans tous

les ministères. Ils sont plutôt symptomati-

ques de lacunes constatées dans un ou

plusieurs ministères, mais qui ont néan-

moins été largement surmontées par suite

de la mise en vigueur de plans de mesures

correctives. La liste des lacunes est suivie

d'exemples des mesures correctives qui

ont été prises au cours de l'année par les

ministères et par la Commission.

#### Certaines constatations typiques

- Incohérence entre les modalités des

- instruments de subdélégation et les

- besoins ou les pratiques d'un service

- donné

- Inadéquation des contrôles de gestion

- pratiques de dotation discutables, telle

- l'omission de certaines étapes fondamen-

- tales

- Erreurs d'identification des postes

- excédentaires

- Abus des pouvoirs délégués pour

- effectuer des reclassifications

- Mauvaises communications entre les

- agents de dotation et les gestionnaires

- organiques

- Insuffisance de la formation des agents

- de dotation

- Problèmes liés aux nominations inter-

- maires ouvrant droit à rémunération provi-

- soire par suite de sélections mal justifiées

- ou liés à l'affichage d'avis de droit d'appel

- à effet rétroactif

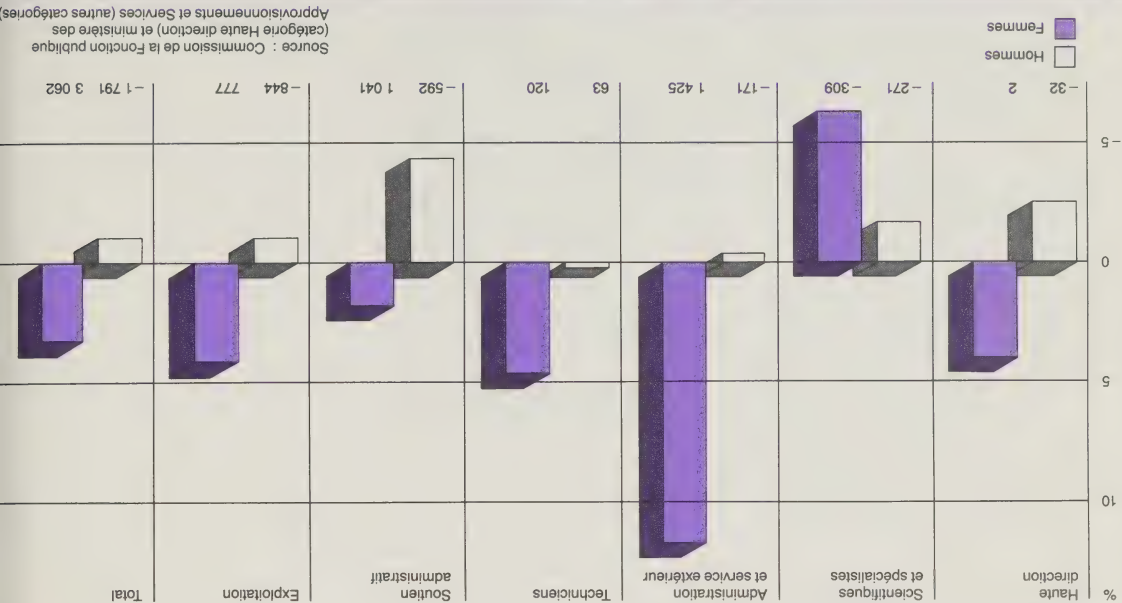
● Le taux de participation des femmes à la Fonction publique est passé de 34,6 % en 1979 à 35,6 % en 1980, bien que dans l'ensemble l'effectif de la Fonction publique soit resté pratiquement le même. Vu sur un autre angle, le nombre de femmes s'est accru de 3 062 en 1980, une augmentation de 3,3 %, tandis que celui des hommes a diminué de 1 791, soit une baisse de 1,0 % (voir le graphique 4).

- Onze femmes ont été nommées à la catégorie Haute direction, pour autant que l'un des deux qui ont accepté une nomination par décret du conseil. L'effectif féminin représenté, 4,0 % (52) de l'ensemble de la catégorie. Par contre, l'effectif masculin a subi une baisse de 32 personnes.
- La proportion de femmes occupant des postes de cadres s'est accrue, passant de 20,0 % (19 643) en 1979 à 21,9 % (20 883) en 1980.
- La proportion des femmes faisant partie de la catégorie Administration et service extérieur est passée à 26,6 % (13 693) en 1980, de 24,4 % (12 268) qu'elle était en 1979.
- Le taux de participation des femmes de la catégorie Exploitation a légèrement

• Le nombre de femmes faisant partie de la catégorie Scientifiques et spécialistes est passé de 4 815 en 1979 à 4 506 en 1980, soit une réduction de 6,4 %. En comparaison, le nombre d'hommes était de 16 952 en 1980 et de 17 223 en 1979, diminuant de 1,6 %. Deux groupes de cette catégorie, Sciences infirmières (NU) et Enseignement (ED), ont connu une diminution totale de 352 femmes et 67 hommes. Cette baisse est reliée à la privatisation d'hôpitaux fédéraux.

• Le nombre de femmes dans la catégorie Techniciens est passé à 2 684 en 1980 de 2 564 en 1979, soit une augmentation de 4,7 %, tandis que le nombre d'hommes s'est resté à peu près stable.

1979 et 1980





Conformément à l'engagement pris par le gouvernement de promouvoir l'emploi et l'avancement des femmes à la Fonction publique fédérale, des progrès tangibles ont été réalisés dans ce domaine en 1980, comme en témoignent les statistiques suivantes.

**Nominations**

• Pour la première fois, plus de la moitié des personnes nommées à la Fonction publique étaient des femmes. En effet, le nombre de nominations accordées à des femmes, alors qu'il était de l'ordre de 7 519 en 1979, a atteint 9 497 en 1980, soit une augmentation de 26,3 %.

• Plus de la moitié de l'ensemble des nominations *au sein* de la Fonction publique ont été accordées à des femmes. Il y a eu 52 673 nominations de femmes en 1980, par rapport à 47 334 en 1979, soit une hausse de 11,3 %.

• La proportion des promotions accordées aux femmes a atteint 46,5 % (15 581), alors qu'elle était de 43,5 % (11 786) en 1979, soit une augmentation de 32,2 %.

**Nominations faites dans le cadre du recrutement des diplômés du postsecondaire**

• Comme au cours des deux dernières années, la proportion des nominations de femmes, 40,0 %, a dépassé celle des demandes reçues de diplômées d'universités, 29,4 %, dans tous les secteurs professionnels où la Commission a intensifié ses activités de recrutement.

• La proportion des nominations de femmes a diminué de 55,1 % qu'elle était en 1979 à 46,3 % en 1980 dans le secteur de l'administration, de 37,3 à 34,1 % en vérification et en comptabilité et de 43,6 à 39,1 % en informatique. Par contre, elle a augmenté dans le secteur du service extérieur, passant de 29,4 %

Ces proportions dépassent largement le taux de représentation des femmes dans ces groupes et en représentent plus du double dans certains cas.

• La proportion des femmes qui ont obtenu une nomination dans le cadre du Programme d'emplois d'été axés sur la

carrière était de 38,1 % en 1980 par rapport à 39,9 % en 1979. Des 439 femmes nommées, 86,1 % étaient diplômées d'universités et 13,9 % de cégeps. Au cours de l'année, de toutes les nominations dans le domaine des sciences pures et appliquées, 58,8 % ou 258 sont allées à des femmes.

**Appels**

• Sur 3 250 appels interjetés à l'encontre de méthodes de sélection en 1980, 31,7 % ou 1 031 l'ont été par des femmes comparativement à 614 en 1979, ce qui représente une augmentation de 67,9 %. Toutefois, le nombre d'appels interjetés par des hommes a augmenté lui aussi, de 32,2 %.

• La proportion des appels logés par des femmes qui ont été accueillis s'est accrue; elle est passée à 24,1 % (248) en 1980, de 17,3 % (106) qu'elle était en 1979.

**Cessations d'emploi**

• Sans compter les femmes mises en disponibilité et celles dont la période d'emploi déterminée prenait fin, 11 819 femmes ont quitté la Fonction publique en 1980, soit 10,8 % de moins qu'en 1979 ou 1 425 en nombre absolu.

• Sur l'ensemble des démissions suivies en 1980, 57,1 % ou 9 942 venaient de femmes; toutefois, le nombre des démissions de femmes a diminué de 1 139 par rapport à 1979, cette baisse se faisant sentir dans toutes les catégories d'emploi.

• Sur les 1 056 mises en disponibilité de femmes, 858 sont attribuables à la privatisation d'hôpitaux fédéraux. De ce nombre, 37,8 % ou 324 touchaient des femmes de la catégorie Scientifiques et spécialistes.

**Formation et perfectionnement**

• La proportion des femmes inscrites aux cours de formation et de perfectionnement de toute la formation donnée au gouvernement fédéral, a diminué de 38,8 % (4 361) en 1979 à 33,8 % (4 152) en 1980.

• De tous les participants au programme Cap, les femmes représentaient 36,2 % (17) en 1980 contre 31,9 % (15) en 1979. Si l'on considère que les femmes repré-





de la participation des Autochtones. Ces données servent en outre à identifier les changements de groupes et de niveaux professionnels des Autochtones et fournissent une base pour l'identification des besoins en formation et en perfectionnement. ainsi que des possibilités d'avancement.

## Nouvelles initiatives

La difficulté de garder à jour une base de données qui soit adéquate sera surmontée dès janvier 1981 par la mise en œuvre d'un nouveau formulaire de demande d'emploi permettant aux candidats de s'identifier s'ils le désirent comme étant d'ascendance autochtone.

Au cours de l'année, la Commission s'est penchée sur la question du recrutement des Autochtones pour pourvoir à des postes bilingues. Le fait que la plupart doivent être trilingues pour occuper ces postes ajoute à leurs difficultés. C'est pourquoi la Commission, de concert avec le Conseil du Trésor Canada, s'efforce de trouver une solution qui concilierait la nécessité de connaître les deux langues officielles et le désir de permettre au plus grand nombre d'Autochtones possible de se joindre à la Fonction publique.

Pour favoriser l'égalité d'accès à l'emploi dans la Fonction publique, environ 1 200 demandes d'emploi inscrites au répertoire du Bra ont été versées en 1980 aux répertoires réguliers de la Commission afin de donner aux Autochtones toutes les chances possibles d'obtenir un emploi. La Commission voit également à affecter aux spécialistes du recrutement d'Autochtones divers programmes de dotation des spépour s'occuper des répertoires et afin d'aider et de conseiller les gestionnaires.

Les mesures entreprises en 1980 vont contribuer à l'amélioration de la participation des Autochtones à la Fonction publique. La poursuite de ces efforts en 1981 permettra à la Commission de la Fonction publique d'obtenir des renseignements solides qui seront mis à profit lors de l'élaboration de nouveaux plans d'action visant à mettre en valeur la participation de ce groupe de Canadiens.

représente 4 % de la population totale, mais seulement 2 500, soit moins de 1 %, travaillent à la Fonction publique fédérale et un petit nombre d'entre eux seulement occupent des postes d'agent. Dans le Nord, où les Autochtones représentent 60 % de la population, ils ne totalisent que 14 % de l'effectif de la Fonction publique. Malgré les efforts soutenus pour améliorer la participation des Autochtones, certaines difficultés ont entravé le cheminement du projet : le manque d'une base de données précises; la pénurie d'installations propres à la formation dans le Nord; la même ou vivent ces luttes employées; les exigences de la politique gouvernementale en matière de langues officielles, notamment en ce qui trait à la dotation des postes bilingues; et la concurrence accrue pour les postes vacants, qui se doivent d'être comblés selon le mérite, alors même que la main-d'œuvre fédérale est à la baisse, résultat d'une période prolongée de contraintes.

Un certain nombre d'éléments nouveaux destinés à accroître la présence des Autochtones et l'impitabilité des gestionnaires suite aux initiatives ministérielles à cet égard ont été introduits en 1979 et en 1980. Ils exigent que l'évaluation des gestionnaires tienne compte de la politique relative à la présence des Autochtones et des plans d'action ministériels, et comprennent des objectifs qualitatifs et quantitatifs. Les ministères sont également priés de mener des enquêtes favorisant l'identification personnelle et volontaire des employés qui se considèrent d'ascendance autochtone afin d'en établir le nombre et de faire rapport des résultats des mesures prises en fonction de groupe, niveau, statut et lieu de travail de chaque employé. Ils doivent aussi faire une étude des postes, identifier ceux qui exigent une connaissance approfondie des Autochtones et de leur culture et en donner le compte rendu par groupe, niveau et lieu de travail.

Modifications apportées à la dotation La Commission a publié deux bulletins concernant la dotation afin de faciliter l'atteinte des objectifs de ce programme. Le premier, publié en juin 1979, informe les ministères qu'ils doivent s'assurer que les Autochtones participent aux procédures de sélection visant à pourvoir aux postes qui suivants :

- élaboration de politiques ou prise de décisions touchant les Autochtones,

Le second, publié en juin 1980, encourage l'utilisation maximale des ressources et des talents des habitants du Nord grâce à des modifications apportées à la directive concernant les zones de concours. Cette mesure exige maintenant que les résidents des Territoires du Nord-Ouest et du Yukon soient considérés avant qu'il y ait recruté-ment de candidats d'autres régions. Cette directive prévoit également l'affectation des participants du programme Carrières Grand Nord à des postes de stagiaire.

Sensibilisation de la Fonction publique aux besoins des Autochtones Afin d'accroître la sensibilisation de la Fonction publique aux besoins des Autochtones, le Bureau de recrutement d'Autochtones (Bra) a publié des documents d'information et en a fait parvenir copie à toutes les associations nationales et provinciales d'Autochtones ainsi qu'aux ministères fédéraux. Dans les prochains centres du pays, des séances d'information sur la politique concernant l'accroissement de la participation des Autochtones sont venues compléter cette documentation. Le Bra a en outre organisé des ateliers spéciaux à l'intention des coordonnateurs ministériels des plans d'action. Il a de plus reçu l'appui de la Direction générale du perfectionnement de la Commission qui traite de la nouvelle politique dans ses cours sur la gestion du personnel destinés aux cadres supérieurs.

La formation des Autochtones est une activité courante de la Commission. Cette dernière voit à ce qu'elle leur soit dispensée par l'entremise du programme Carrières Grand Nord qu'elle a la responsabilité de gérer mais que finance le ministère des Affaires indiennes et du Nord canadien. Le programme vise avant tout à fournir aux participants un apprentissage sur le tas de leur nouveau travail et à les mettre en contact quotidien avec des fonctionnaires d'expérience et hautement qualifiés. À cet égard, les services d'orientation professionnels, des ateliers de formation tenus à intervalles réguliers et plusieurs autres moyens de les aider dans leur apprentissage.

Les responsables du programme des bureaux de Whitehorse et de Yellowknife travaillent de concert avec le Bra à l'analyse des contacts avec les Autochtones.

- présentation, élaboration, mise en œuvre ou évaluation de programmes destinés aux Autochtones,
- contacts avec les Autochtones.

Les 236 participants inscrits depuis les débuts, 167 ont terminé leur formation et accepté un emploi régulier, une mesure évidente du succès que connaît le programme; 67,0 % d'entre eux ont accepté un poste au gouvernement fédéral ou de l'un des deux territoires ou dans l'une des associations d'Autochtones. En 1980, 51 participants ont été nommés au programme, et 39 s'en sont allés occuper un emploi régulier au gouvernement fédéral ou chez un autre employeur. Actuellement, il y a 70 Autochtones d'inscrits au programme.

En outre, les responsables du ministère des Affaires indiennes et du Nord canadien et ceux de Parcs Canada du ministère de l'Environnement ont conclu des ententes avec la Commission selon lesquelles seront prononcées dans le cadre de certains programmes de formation. Une autre mesure, en vigueur depuis septembre 1980, mais d'application limitée, permet à certains ministères de recouvrer les frais d'inscription aux cours de formation des Autochtones récemment nommés depuis des fonds de la Commission que gère le Bra.

**Engagement à long terme des ministères**

Suite à la demande de 1979 que les ministères préparent des plans d'action visant à améliorer les chances d'emploi des Autochtones, 35 ont formulé des propositions dans ce sens. Le conseil mixte en est venu à la conclusion que pour réaliser des progrès tangibles, la planification requiert la participation de tous les intéressés et que les ministères découlés se doivent d'engager dans le processus de planification le personnel qui travaille dans leurs régions administratives.

Une autre difficulté importante du programme provient de l'absence générale d'une base de données statistiques qui soient précises, récentes et qui permettent aux ministères d'ont pu recenser leur personnel autochtone en 1980. Aussi longtemps qu'ils n'auront pas terminé ce travail et qu'ils ne pourront fournir de données à jour, il sera difficile de mesurer les progrès accomplis. Les efforts dans ce sens devront se poursuivre en 1981, car ce recensement représente le seul moyen d'obtenir les données permettant de mesurer l'accroissement ou la diminution

## La participation des Autochtones

Dans chacun de ses trois derniers rapports annuels, la Commission s'est efforcée de présenter un compte rendu détaillé d'un des programmes établis spécialement afin d'améliorer la participation d'un groupe particulier de Canadiens à la Fonction publique. En 1980, suite à l'engagement du gouvernement de garantir à tous les membres de la société canadienne l'égalité d'accès à l'emploi dans la Fonction publique, la Commission a consacré une part considérable de son attention et de ses efforts aux moyens d'améliorer l'emploi d'Autochtones à la Fonction publique.

## Bret historique

Conformément à la déclaration faite par le premier ministre en 1971, selon laquelle le gouvernement alérait les membres de tous les groupes culturels à surmonter les obstacles qui les empêchent de participer pleinement à l'essor de la société canadienne, la Commission de la Fonction publique annonce un programme spécial visant à promouvoir le recrutement et le perfectionnement professionnel des Autochtones, d'où l'ouverture du Bureau de recrutement d'Autochtones en 1972.

La Commission a obtenu en 1975 un décret du conseil la soustrayant à un certain nombre de dispositions de la loi sur l'emploi dans la Fonction publique afin de faciliter l'application du programme Carrière Grand Nord. Ce programme mis sur pied par le ministre des Affaires indiennes du Nord canadien, le Conseil du Trésor Canada et la Commission de la Fonction publique vise à rendre la formation et l'avancement professionnel plus accessibles aux Autochtones travaillant pour le compte du gouvernement fédéral au Yukon et dans les Territoires du Nord-Ouest.

Quest.

Enfin, en juillet 1977, le gouvernement fédéral s'engageait, par la voix du Conseil du Trésor Canada et de la Commission de la Fonction publique, à augmenter la participation des Autochtones au sein de la Fonction publique.

## Elaboration d'une politique

Cet engagement du Conseil du Trésor Canada et de la Commission comportait

gation d'une politique approuvée de gestion du personnel. Les présidents d'Autochtones, soit la Fraternité des indiens du Canada, le Conseil national des Autochtones du Canada et l'Inuit Tapirisat du Canada, de même que la Commission de la Fonction publique, le Conseil du Trésor du Canada et les sous-chefs de huit ministères-charges de préparer et de soumettre à l'examen du comité des plans d'action dont les principes ont par la suite servi de fondement à l'élaboration de la politique. C'est ainsi que fut annoncée en 1978 la politique pour accroître la présence des indiens, des Métis, des indiens non inscrits et des Inuit dans la Fonction publique fédérale. Elle fut suivie de la mise sur pied d'un conseil mixte que président conjointement la Commission de la Fonction publique et le Conseil du Trésor Canada et où siègent les présidents des trois associations mentionnées ci-haut, la présidente d'Association nationale des femmes autochtones du Canada ainsi que le président de l'Association nationale des centres d'accueil. Le conseil est chargé de mettre en œuvre et d'évaluer la politique, d'élaborer un programme qui réponde aux besoins et aux aspirations des Autochtones, de s'assurer la mise en œuvre uniforme dans toute la Fonction publique et d'évaluer le rendement des ministères à cet effet. Un groupe de travail réunissant des représentants d'autres associations du même ordre seconde le conseil mixte : à la lumière de la politique en vigueur, il étudie les plans des ministères, en fait la synthèse et propose les mesures à prendre et les solutions de rachat.

## Programme de recrutement d'Autochtones

Les coordonnateurs régionaux du Programme de recrutement d'Autochtones de la Commission ont lieux bureaux à Whitehorse, Yellowknife, Vancouver, Edmonton, Saskatoon, Winnipeg, Toronto, Montréal, Halifax et Ottawa.

La population autochtone, que l'on estime être d'environ 1 000 000 au Canada,





l'élaboration d'un programme spécial visant à stimuler la participation de représentants du secteur privé. Il s'agit du programme Plein feux sur le secteur privé 1981/1982. Depuis son approbation en novembre par les sous-ministres, l'échange Canada s'emploie activement, en collaboration étroite avec les ministères, à en préparer la mise en œuvre pour 1981.

## Programme des affectations internationales

Le Programme des affectations internationales, mis sur pied il y a deux ans de concert avec le ministère des Affaires extérieures, vise à favoriser la nomination de Canadiens à des organismes internationaux, en coordonnant les efforts du gouvernement à cet égard, et à accroître les occasions pour les fonctionnaires de se perfectionner. Au cours de sa deuxième année d'existence, 60 Canadiens ont été nommés à des postes de direction au sein d'organismes internationaux, soit dix de plus que l'année précédente. Parmi ces organismes, citons le Programme des Nations unies pour l'enfance, la Banque mondiale, l'Agence de l'Atlantique Nord, à Bruxelles, l'Organisation du traité O.C.d.e., à Paris, l'Organisation du traité et de développement économiques Washington, l'Organisation de coopération interaméricaine de développement, à Vienne, la Banque asiatique de développement, à Manille, et le Secrétariat du Commonwealth, à Londres.

De plus, il y a eu augmentation du nombre d'échanges avec des administrations et des gouvernements étrangers, dont la Commission des Communautés européennes, la Nouvelle-Zélande, les Bermudes et les États-Unis. Pour la première fois, la Commission de la Fonction publique a conclu un accord d'échanges avec un organisme international, en l'occurrence l'O.C.d.e. Le Canada est d'ailleurs le premier pays avec lequel cet organisme signe une telle entente. Elle prévoit l'échange régulier pour de courtes périodes (une année) de dirigeants en vue d'assurer la compréhension mutuelle dans les domaines d'intérêt commun et de resserrer les liens déjà existants entre le Canada et l'O.C.d.e.

plans et des méthodes de planification qu'ont les ministères concernant leurs ressources humaines et de l'analyse qu'ils font de leur situation.

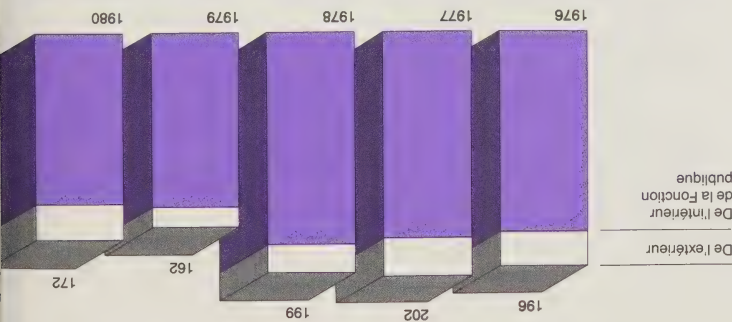
En 1979, le Conseil du Trésor Canada et la Commission de la Fonction publique ont adopté une politique conjointe en ce qui a trait à l'évaluation du rendement. Elle prescrit aux ministères de faire davantage état dans les rapports d'appréciation des cadres de haute direction de la qualité de leur gestion, de leurs capacités de rendement, de leurs possibilités d'avancement et de leur sensibilité aux priorités du gouvernement. Ces rapports plus complets, étoffés de curriculum vitæ à jour et de plans de carrière personnels, ont eu pour effet d'améliorer la sélection du personnel supérieur.

De plus, la direction générale a enrichi et amélioré la banque automatisée de données qu'elle a sur l'effectif de la haute direction et sur les candidats éventuels de la Fonction publique ou de l'extérieur de celle-ci qui y aspirent. Il en est résulté un accroissement de la fiabilité du système pour le recensement des candidats, l'orientation professionnelle, la planification à court terme, la production de statistiques, les affectations et les rapports afférents dans le cadre d'Echanges Canada ainsi que l'analyse des ressources humaines.

### Echanges Canada

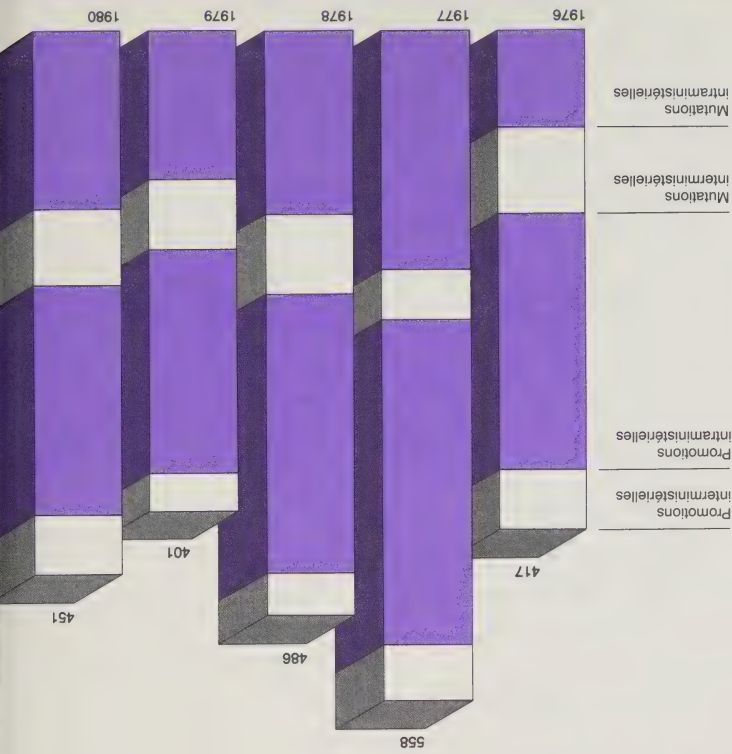
Au cours de l'année écoulée, le programme Echanges Canada a suscité un regain d'intérêt marqué. Ceci s'explique entre autres par la recommandation du rapport Hatch, *Un Canada plus fort à l'étranger*, de favoriser les échanges de délégués commerciaux avec l'industrie canadienne de manière à les y sensibiliser dans le rapport du Département d'Etat chargé des Sciences et de la Technologie sur le transfert de technologie du secteur public à l'industrie de favoriser, à cette fin, les échanges de spécialistes des domaines scientifique et technique avec le secteur privé. Le ministère de l'Expansion économique aux agences de commerce qui destinent se perfectionner au moyen d'affections dans le secteur privé. C'est pourquoi le nombre d'échanges s'est accru considérablement, malgré la forte baisse de participation du Bureau du Verificateur général. Au total, 75 fonctionnaires ont reçu une affectation à l'extérieur de la Fonction publique. En retour, les ministères ont accueilli 55 participants venant d'ailleurs. On a en outre entrepris

**Graphique 2**  
Nouveaux membres de la Haute direction, de 1976 à 1980



Note : Les données de 1977 et de 1978 diffèrent de celles publiées dans le Rapport annuel 1978 suite à correction des irrégularités apparaissant dans certains documents de nomination.

**Graphique 3**  
Nominations interministérielles et intraministérielles de membres de la Haute direction, de 1976 à 1980



## L'examen des programmes de la haute direction

### Faits à noter

- Diminution de l'effectif de la haute direction de 1 339 à 1 309 en 1980
- Augmentation du taux de participation des femmes de 3,7 % à 4,0 % (11 nominations à la catégorie Haute direction contre neuf départs pour un total de 52 participantes)
- Hausse légère de la proportion de Francophones de 21,3 % à 21,5 %, mais baisse en chiffres absolus de leur nombre de 285 à 281
- Augmentation du pourcentage des cadres de haute direction recrutés à l'extérieur de la Fonction publique par rapport à celui des cadres recrutés à l'intérieur de celle-ci, de 10,5 % à 17,4 %, ou en chiffres absolus de 17 en 1979 à 30 en 1980
- Forte hausse du nombre de cadres à obtenir des affectations dans le cadre d'Échanges Canada, surtout dans le secteur privé : 75 fonctionnaires de prêts aux autres secteurs contre 55 qui en sont venus
- Participation record de 60 Canadiens à des organismes internationaux en 1980

### Ressourcement en cadres de haute direction

Lorsqu'en 1978 la Commission a fait des programmes de la haute direction une direction générale, trois grands objectifs en ont guidé la structuration. Premièrement, il fallait que la Fonction publique puisse tenir compte davantage de l'évolution des priorités du gouvernement et assurer des services de ressourcement adaptés en conséquence. Deuxièmement, la direction générale devait contribuer à l'amélioration de la gestion dans l'ensemble de la Fonction publique. Troisièmement, il importait d'améliorer les services de planification du perfectionnement professionnel que la Commission offre aux cadres.

Des progrès considérables ont été accomplis en ce sens en 1980. Vu son organisation en équipes de portefeuille qui regroupent des ministères ayant besoin de cadres avec une expérience et des compétences semblables, la direction générale a pu profiter au mieux des connaissances des ses agents pour assurer aux ministères des services spécialisés de recrutement de haute direction et de planification des ressources humaines et pour offrir aux cadres eux-mêmes des services

d'orientation professionnelle. C'est ainsi que les jurys chargés de la sélection des cadres de gestion financière, d'évaluation de programme et de gestion générale dorénavent désormais comprennent un représentant du Bureau du Contrôleur général du Canada.

Il a fallu déployer des efforts particuliers pour favoriser le recrutement externe. Une fois automatisé, le répertoire des candidats de l'extérieur de la Fonction publique a été incorporé à celui des cadres de haute direction. Il sera consulté chaque fois qu'il faudra pourvoir à des postes de haute direction. La direction générale a dû recruter en vue de pourvoir à des postes exigeant des compétences spécialisées pour lesquels il s'est avéré difficile de recenser des candidats qualifiés. Des efforts spéciaux ont également permis la nomination à des postes de haute direction de personnes provenant de groupes sous-représentés à la Fonction publique. Ainsi, des 11 femmes nommées à la catégorie Haute direction, trois provenaient de l'extérieur de la Fonction publique.

En 1980, il y eut 451 nominations de fonctionnaires de cette catégorie, permettant à 11 d'entre eux d'obtenir des affectations au sein d'autres ministères, tandis que les nominations restantes se faisaient à l'intérieur du même ministère. Ces nominations correspondaient d'ailleurs au troisième objectif de la direction générale. En outre, cette dernière a aidé 22 cadres dirigeants qui éprouvaient des difficultés à obtenir de nouvelles affectations. Il s'est même avéré opportun d'affecter certains d'entre eux à des postes de niveau inférieur. De même, plus de 350 séances d'orientation ont été tenues à l'intention des cadres de direction et des éléments jugés aptes à le devenir afin de leur permettre de répondre à leurs besoins en matière de perfectionnement et d'avancement de carrière.

La Direction générale des programmes de la haute direction s'est également employée au cours de l'année à renforcer ses fonctions de planification et d'analyse en vue de soutenir les activités des équipes de portefeuille. Ce travail, allié à l'intégration des activités de planification des ressources humaines à la fonction de gestion au processus de dotation des





les plus prometteurs des petits ministères entre autres, qui offrent moins de possibilités d'avancement, que la Fonction publique n'empêche pas l'apport de sang frais des autres secteurs de l'économie, que les mesures prises en vue d'en arriver à une véritable égalité des chances pour les groupes cibles donnent satisfaction et que les programmes spéciaux, tels le programme Échanges Canada et le programme Cours et affectations de perfectionnement, ont l'ampleur voulue.

Il importe que ces préoccupations demeurent, que les tendances soient contrôlées et qu'au besoin de nouvelles directives soient émises et de nouvelles initiatives lancées. La question de savoir quelle est la meilleure façon d'aborder la planification des ressources en cadres supérieurs et de direction a été étudiée jusqu'à un certain point avec les responsables de trois ministères en 1979 et en 1980, mais le gros du travail restera à faire une fois l'intégration et la conversion terminées, c'est-à-dire lorsque l'ampleur et le profil de l'effectif de la catégorie et le nombre de niveaux à l'intérieur de ses groupes seront connus.

En 1980, le nouveau Système d'information sur les ressources de gestion a fait l'objet d'améliorations apportées conjointement avec le Conseil du Trésor Canada et le ministère des Approvisionnements et Services. À son entrée en vigueur au printemps de 1981, il remplacera plusieurs systèmes existants, dont le Permatr.

Voilà, en résumé, les domaines clés sur lesquels la Commission a fait porter ses efforts en vue de la mise en place de la Catégorie de la gestion. La nouvelle catégorie constituera une assise beaucoup plus solide pour la conception des directives et des pratiques relatives au personnel de direction.

Ces plans ministériels sont indispensables pour s'assurer notamment que les ministères ne ferment pas la porte aux candidats tochtones et de handicapés.

Au moment où elle faisait part de ses commentaires au Comité spécial d'examen de la gestion du personnel et du principe du mérite, la Commission de la Fonction publique affirmait déjà, comme à maintes reprises depuis, sa conviction que la qualité de la gestion de la Fonction publique dépend directement de la qualité de ses gestionnaires. Ainsi, la Commission préconisait ardemment depuis 1977 l'établissement d'une catégorie de la gestion. Elle assignait à la nouvelle catégorie un rôle essentiel dans le plan d'action qu'elle avait conçu pour doter la Fonction publique d'une gestion de haute qualité.

En effet, la répartition du personnel de direction entre plusieurs douzaines de groupes professionnels ayant chacun leurs règlements, leurs normes et leurs pratiques limitait la capacité de la Fonction publique de concevoir des directives à leur intention, qu'elles touchent à la dotation, à la formation et au perfectionnement, à la rémunération ou à quelq' autre aspect. Compte tenu de cette situation, la Commission a accueilli favorablement la décision du gouvernement, annoncée en juillet 1980, d'autoriser l'organisation d'une telle catégorie, parce qu'il s'agissait là d'un élément clé de son plan.

À la fin de 1980, la conversion des postes de la nouvelle catégorie était déjà bien engagée et devait se terminer au printemps de 1981. La catégorie devrait comporter environ 4 000 employés occupant actuellement des postes de cadre de haute direction ou encore des postes de niveau équivalent ou immédiatement inférieur et qui sont soustraits à la négociation collective. Le gouvernement a également manifesté son intention d'élargir la catégorie en temps et lieu de façon qu'elle englobe la majeure partie des cadres de gestion de la Fonction publique.

Dans l'attente de la décision du gouvernement, la Commission avait travaillé au cours des dernières années en étroite collaboration avec les responsables du Conseil du Trésor Canada, des autres organismes centraux et des ministères à l'élaboration de directives et de méthodes de fonctionnement pertinentes. C'est ainsi que la Commission a été amenée à participer à la conception et la mise à l'essai de propositions concernant :

- les critères de nomination,

### Critères de nomination

La Commission a également eu un rôle à jouer dans l'intégration de ces propositions à celles de nature analogue élaborées par le Conseil du Trésor Canada. Pour s'assurer que les nouvelles directives et les nouvelles méthodes tiennent compte de la situation particulière des ministères organiques, toutes les propositions ont été soumises à l'examen du Comité interministériel chargé des politiques du personnel de gestion. Formé en 1978, ce comité est présidé conjointement par le Conseil du Trésor Canada et la Commission de la Fonction publique; il comprend plusieurs sous-ministres adjoints principaux ainsi que des hauts fonctionnaires provenant de divers ministères.

Depuis 1977, la Commission soutient que les sous-ministres doivent posséder le pouvoir de déployer rapidement leur équipe de gestion selon la conjoncture. C'est ainsi qu'elle préconise l'adoption du principe de la nomination à un niveau pour la nouvelle catégorie de préférence à l'accrétuel principe de la nomination à un poste. D'ailleurs, un sondage publié dans le rapport final de la Commission royale d'enquête sur la gestion financière et l'imputabilité indique que les sous-ministres sont largement favorables à cette modification.

En bref, la nomination à un niveau permet- tra aux sous-ministres de déployer leur personnel de direction de la façon qui leur semblera la plus appropriée compte tenu de la charge de travail, des priorités, du moral du groupe, du perfectionnement du personnel, des problèmes de rendement ou d'autres préoccupations légitimes. De tels redéploiements ne constitueront pas des nominations dans la mesure où le niveau de l'emploi ne sera pas affecté. Exception faite des cas nécessitant un changement de lieu géographique, le

- le procédé de sélection,
- les lignes directrices sur l'accès à la catégorie et l'avancement à l'intérieur de celle-ci,
- la formation,
- l'orientation des carrières,
- la planification des ressources humaines et
- les systèmes de soutien de l'information.





chapitre 5 fait part des réalisations de la Fonction publique en matière de participation des femmes.

Programme d'emploi des Noirs

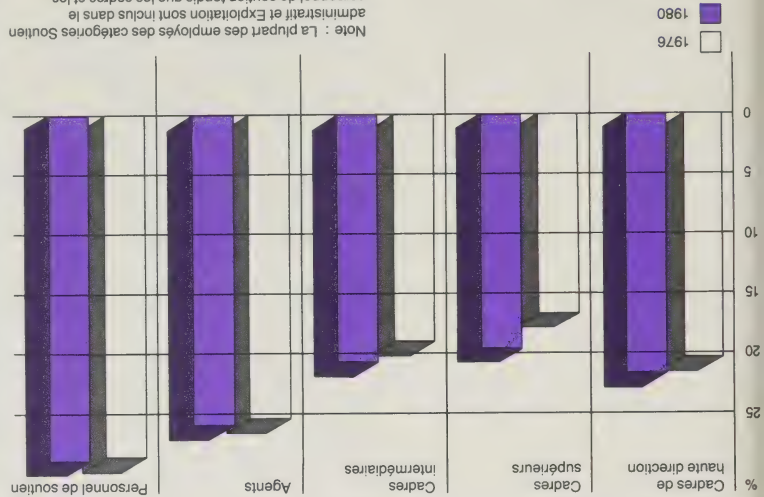
En 1973, le bureau qu'avait alors la Commission dans les provinces de l'Atlantique a mis en œuvre le Programme d'emploi des Noirs. Ce fut le début d'un long effort en vue d'éliminer les barrières faisant obstacle à la participation pleine et entière à la Fonction publique des Noirs de la Nouvelle-Écosse.

En avril 1980, le président de la Commission a rencontré des représentants de la communauté noire néo-écossaise, des commissions fédérale et provinciale des droits de la personne ainsi que de ministères fédéraux. Par suite de cette rencontre, un plan d'action a été adopté en vue d'accroître la présence des Noirs de cette communauté à la Fonction publique. Le nombre de nominations de Noirs s'élevait à 85 en 1980, comparativement à 54 en 1979. Depuis le lancement du programme en 1973, 377 d'entre eux ont été nommés à des postes de la Fonction publique fédérale (voir le tableau 4).

Emploi des handicapés

Parallèlement aux efforts déployés dans les secteurs public et privé du Canada afin

**Graphique 1**  
Participation des Francophones par niveau hiérarchique, 1976 et 1980



Note : La plupart des employés des catégories Soutien administratif et Exploitation sont inclus dans le personnel de soutien tandis que les cadres et les agents sont répartis parmi les niveaux d'agents, de cadres intermédiaires et supérieurs.

Source : Commission de la Fonction publique (cadres de haute direction) et ministère des Approvisionnement et Services (autres niveaux)

La participation des Francophones à la Commission administrative s'est accrue de 26,5 % en 1980, contre 25,8 % en 1979. Cette légère augmentation est en grande partie due, tel que mentionné au Rapport annuel 1979, à leur faible taux de cessation d'emploi de la Fonction publique, taux de 19,7 % qui est considérablement moins élevé que leur taux de participation (voir le graphique 1). Les Francophones ont obtenu 25,2 % des promotions en 1979 et 24,2 % en 1980, soit un peu moins. Il est intéressant de noter que la participation des Francophones à la catégorie Scientifiques et spécialisées est passée de 19,0 % en 1979 à 19,4 % en 1980.

La Commission a aussi essayé de recruter encore plus de Francophones que par le passé. En deux ans, elle a ainsi fait passer de 16 à 34 % la publicité dans la presse de langue française. De plus, la Commission a tenu, avec le Conseil du Trésor Canada, un examen de l'application par six ministères du principe de l'égalité d'accès aux postes de la Fonction publique. La Commission voulait déterminer à quel point les conditions de la dotation des postes (respect du droit des candidats à être interviewés dans leur première langue officielle, compétence linguistique du jury de sélection, langue de correspondance avec les candidats et disponibilité des énoncés de qualités dans les deux langues officielles) avaient permis une égalité d'accès véritable aux membres des deux communautés linguistiques. Cet exercice a permis de sensibiliser les ministères au côté concret de l'application du principe de l'égalité d'accès.

À la fin de l'année, un groupe d'étude a été constitué par la Commission de concert avec le Conseil du Trésor Canada afin de coordonner les mesures prises pour accroître la présence des Francophones dans la catégorie Scientifiques et spécialisées, en tenant surtout compte des disciplines propres à assurer leur avancement. Les travaux comprendront la détermination des besoins en main-d'œuvre de la Fonction publique, l'établissement de communications avec les scientifiques et les spécialistes francophones et la recherche sur le marché du travail de Francophones des diverses disciplines scientifiques et des autres domaines spécialisés. À cette fin, les ministères ont été invités à donner leur appui au projet d'accroître la présence des Francophones et à participer aux travaux.

Participation des Francophones

sion a apporté certaines restrictions aux nominations sans concours, encourageant ainsi l'utilisation des concours avec affichage comme l'un des moyens d'assurer l'équité. Par suite de cette intervention, le nombre de nominations sans concours, les reclassifications exceptionnelles, a diminué en 1980. En effet, des 98 756 nominations en 1979, 48 653 ont été faites sans concours comparativement à 44 679 sur un total de 105 061 nominations en 1980. Même si elle a imposé des restrictions, la Commission reconaît que dans certains cas, il est tout à fait justifié de faire des nominations sans concours, notamment dans les secteurs professionnels hautement spécialisés. Pour cette raison, une certaine latitude est laissée aux ministères mais l'exercice de leurs pouvoirs discrétionnels dans ce domaine est soumis à un contrôle visant à assurer le respect du principe de l'équité. D'autres modes de sélection, comme l'utilisation d'un répertoire d'employés, ont souvent cédé la place à l'affichage des avis lorsqu'il s'agit de concours internes.

De plus, les nominations sans concours de personnes déjà membres de la Fonction publique peuvent faire l'objet d'un appel par les candidats non reçus dont les chances d'avancement, de l'avis de la Commission, ont été amoindries. En 1980, la Commission a été appelée à se prononcer sur 37 cas, comparativement à 14 en 1979.

Toujours dans le même ordre d'idées, la Commission a analysé les plaintes des employés et du public concernant l'utilisation des langues officielles en matière de dotation que lui a transmises la Commission aux langues officielles. Les résultats indiquent qu'en 1980, environ 126 plaintes étaient fondées, qui touchaient des activités de dotation faites par les ministères déléguaires. Si l'on compare ce nombre au nombre total de procédures de sélection, c'est-à-dire au-delà de 90 000, l'incidence n'est pas significative; toutefois, des mesures de redressement ont été prises dans chaque cas.

En dernier lieu, la Commission a eu recours à des mesures spéciales afin d'atténuer les effets des problèmes liés à la décentralisation de certains services gouvernementaux. Elles visent à encourager ces services à embaucher sur place le personnel dont ils ont besoin et à permettre aux employés qui sont réinstallés, tels ceux du ministère des Anciens combattants, de postuler des emplois dans la Région de la capitale nationale pour une période de trois ans après leur réinstallation.

Afin de donner suite à la demande du gouvernement que les résidents de chaque

**Recrutement de diplômés du postsecondaire**

En 1980, la Commission de la Fonction publique a adapté ses programmes de recrutement de diplômés d'universités et de collèges afin de répondre à la demande croissante de la part des ministères de spécialistes des domaines techniques et hautement spécialisés. En conséquence de quoi, des efforts particuliers ont été déployés pour recruter des diplômés d'universités spécialisées en gestion financière, en administration des affaires, en information publique, en commerce, en information publique, en génie et en bibliothéconomie ainsi que des diplômés de collège spécialisés en techniques de l'électronique et de l'informatique et en dessin industriel.

Ce recrutement sélectif a entraîné une diminution considérable du nombre de candidatures reçues de diplômés d'universités qui est passé de 18 690 en 1979 à 7 825 en 1980. Malgré l'importance de cette diminution, la Commission a atteint ses objectifs de recrutement dans tous les domaines de spécialisation. Le nombre de diplômés nommés en 1980 s'élève à 443, ce qui représente une diminution par rapport aux 656 diplômés nommés en 1979. Le nombre de diplômés nommés en 1980, 24,8 % étaient des Francophones et 40,0 %, des femmes.

Les activités de recrutement dans les collèges communautaires et les cégeps ont suscité 1 598 candidatures à des postes de domaines techniques en 1980, soit une diminution importante par rapport aux 2 207 candidatures reçues en 1979. Ce phénomène s'explique encore une fois par le recrutement sélectif que la Commission a fait. En 1980, 256 diplômés de collèges

provinciaux aient accès aux services de la Commission, cette dernière a décidé d'ouvrir des le printemps de 1981 des bureaux à Saint-Jean de Terre-Neuve et à Charlottetown à l'île-du-Prince-Édouard.

Dans le cadre du Programme d'emplois d'études axés sur la carrière, 24 739 étudiants du niveau postsecondaire à la recherche d'un emploi d'étude dans leur domaine d'études ont posé leur candidature en 1980. Il s'agit là d'une diminution de 1 840 en 1979. Sur le nombre d'étudiants nommés en 1980, 28,1 % étaient des Francophones et 38,1 %, des femmes. En 1980, 549 étudiants ont été nommés dans le cadre du Programme d'emplois d'études axés sur la carrière, comparativement à 578 en 1979.

La Commission a continué de s'intéresser activement aux programmes coopératifs d'étude et de stage en 1980. La possibilité de faire alterner les trimestres scolaires et les affectations de travail pratique permet aux étudiants d'acquérir une expérience unique. En 1980, 668 étudiants ont été nommés dans le cadre de ces programmes, soit une augmentation de 23,2 % par rapport à 1979 ou 542 étudiants avaient été nommés.

**Égalité d'accès à l'emploi**

La Loi sur l'emploi dans la Fonction publique déclare sans ambages que la Commission «... ne doit prendre contre qui fondée sur le sexe, la race, l'origine nationale, la couleur ou la religion, l'âge ou la situation de famille. » À cette fin et pour donner suite à certaines politiques gouvernementales, la Commission a continué à déployer des efforts en vue de remédier à la situation de certains groupes sous-représentés à divers niveaux de la Fonction publique. À cet effet, le chapitre 4 fait état de la participation des Autochtones à la Fonction publique tandis que le

**Tableau 4**

Nombre de Noirs nommés à la Fonction publique dans la région de Halifax-Dartmouth, de 1976 à 1980									
Catégorie professionnelle	1976	1977	1978	1979	1980	Total	Haute direction	Scientifiques et spécialistes	Administration et service extérieur
Techniciens	0	0	0	0	0	0	0	0	0
Soutien administratif	8	12	8	15	41	84	0	0	0
Exploitation	38	40	44	36	38	196	0	0	0
Total	50	56	55	54	85	300	0	0	0



représentants de la Commission, de la direction des ministères et des syndicats permet un échange de vues sur les pratiques actuelles de la dotation et sur les changements que l'on veut apporter à tout ce qui tombe sous l'emprise de la Loi sur l'emploi dans la Fonction publique. Le comité a tenu quatre rencontres en 1980. De son côté, le Comité consultatif des politiques du personnel sert aux organes centraux et aux ministères de lien de discussion des politiques du personnel. Sous la présidence de la Commission et du Conseil du Trésor Canada et avec la participation des ministères les plus importants, le comité s'est réuni à sept reprises durant l'année.

**Équité en matière de dotation**

Étant donné que la Commission s'est vu confier la responsabilité de veiller à ce que les nominations soient faites au mérite et dans l'intérêt de la Fonction publique, il est par conséquent essentiel que les principes et les méthodes de dotation soient équitables.

À cette fin, la Commission assure un service de mutations interministérielles qui permet aux intéressés d'être pris en considération à mesure que des débouchés susceptibles de leur convenir se présentent. Les gestionnaires disposent ainsi d'un moyen rapide de recruter des employés qui possèdent des connaissances et une expérience précieuses et dont la formation a été faite à grands frais par l'État. Ce service procure ainsi d'autres possibilités aux employés qui, à une certaine époque de leur carrière, ont des possibilités de promotion limitées.

**Tableau 3**

Employés ayant priorité de dotation au 31 décembre 1980

Ordre de priorité	Congé : retour/remplacement	Membres du cabinet d'un ministre	Employés mis en disponibilité	Nombre d'employés	
				Disponibles	Non disponibles <sup>a</sup>
Total	18	40	187	75	262
• réorganisation				899	1 249
• privatisation				350	36
• décentralisation				32	68
Employés excédentaires					
• réorganisation	324	40			364
• privatisation				6	29
• décentralisation				63	128
Formation linguistique non réussie	31			1	32
Total	1 039	1 153			2 192

<sup>a</sup>Personnes habilitées mais n'exerçant pas leur droit de priorité.

Le Comité consultatif des échelons hiérarchiques inférieurs à ceux dont les postes sont occupés par des personnes habilitées à occuper des postes plus élevés dans l'organisation. En 1980, sur quelque 900 avis de concours émis en trois mois, neuf seulement faisaient mention de limites salariales. Et vers la fin de l'année, la Cour suprême jugea que le salaire n'était pas un critère valable pour délimiter les zones de concours. La Commission est donc en train de modifier en conséquence ses pratiques en la matière.

Le fait d'adapter aux besoins de chaque ministère les conditions de la délégation des pouvoirs de nomination permettra d'accroître l'efficacité et l'efficace de la dotation. Cependant, d'autres améliorations pourraient résulter des changements apportés suite à l'analyse de deux directives de la Commission qui s'adressent à l'ensemble de la Fonction publique. Certaines décisions récentes de la Cour fédérale (voir le chapitre b) mettent l'accent sur la nécessité d'examiner la question de mutations d'employés et plus précisément, la prérogative des gestionnaires de les muter pour des raisons administratives valables. Ces mutations étant actuellement considérées comme des nominations, les interventions qu'elles nécessitent entraînent des retards et n'aboutissent souvent qu'à une modification des dossiers sans qu'il y ait changement de ministère, de lieu de travail, de groupe, de niveau ou de traitement, ce qui crée un fardeau administratif inutile. Il est prévu qu'une décision sera prise au début de 1981, à savoir quels genres de mutations constituent des nominations.

On envisage de permettre aux ministères d'acquiescer des ressources humaines pour répondre à leurs besoins à court terme (moins de six mois) sans être tenus de suivre toutes les règles existantes. La question de savoir si ces personnes doivent ou non être admissibles aux concours ouverts aux fonctionnaires seulement fait également l'objet d'une étude conjointe avec les syndicats et les gestionnaires des ministères.

En plus du Comité interministériel sur la politique du personnel de gestion dont il est question au chapitre 2, deux comités ont pour tâche majeure de s'assurer que les activités de la Commission ne contredisent pas l'ensemble de la politique et des directives sur le personnel et que la dotation reflète adéquatement les besoins des gestionnaires ministériels et des syndicats.



En vue d'accroître l'efficacité de la dotation, la Commission a poursuivi, avec la participation des ministères, ses travaux d'étude et d'amélioration des normes de répartition de divers groupes et niveaux de postes. Les ministères ont maintenant reçu l'autorisation de déterminer eux-mêmes les niveaux de compétence requis des préposés à la conversion des données du groupe. Traitement des données et du groupe. Les changements technologiques se font en effet beaucoup trop rapidement dans ce domaine pour que la Commission puisse arrêter des normes qui tiennent compte de l'éventail des appareils utilisés et du niveau de compétence requis des candidats.

2. À noter que dans ce rapport, le terme « ministère » désigne aussi bien les ministères que les organismes.

À la suite de la révision de la politique des langues officielles en 1977, les ministères ont procédé à un net réajustement des exigences linguistiques de leurs postes. On trouve devant la nécessité de parfaire leurs connaissances de leur seconde langue officielle pour y satisfaire. Cette année encore, la proportion de titulaires des postes bilingues qui satisfont aux nouvelles exigences linguistiques de leur poste est accrue. Elle atteint 83,8 % par rapport à 76,1 % en 1975 et à 70,2 % en 1978 (voir le tableau 2). De plus, 5 000 de ces titulaires se sont vu exempter par la Commission depuis 1977, en raison de leur haut degré de bilinguisme, de l'obligation de se soumettre périodiquement aux examens de compétence de leur seconde langue officielle. Ces emplois constituent donc un bassin important de ressources qu'on peut permettre à l'Administration d'atteindre ses objectifs en matière de langues officielles. Cette exemption ne s'adressant encore qu'aux seuls fonctionnaires des catégories de cadres, la Commission a mis en place tous les mécanismes nécessaires pour qu'en 1981 elle soit en mesure de l'offrir aux fonctionnaires de la catégorie Soutien administratif. Dans le même ordre d'idées, les nominations exigent que le titulaire connaisse la

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## La dotation de la Fonction publique

### Amélioration des pratiques

#### de la dotation

Le rapport efficacité-efficacité revêt un caractère complexe en dotation. Bien qu'il faille s'assurer que les systèmes de dotation facilitent l'acquisition, le déploiement ou l'avancement opportuns des ressources humaines, il n'en faut pas moins voir à la nomination de personnes compétentes. Il en résulte parfois que l'on doit minimiser les considérations d'efficacité si l'on veut accroître l'efficacité. C'est le cas notamment en ce qui concerne les nominations à des postes qui exigent des connaissances ou des compétences spécialisées. Ainsi à la demande du Contrôleur général du Canada, la Commission de la Fonction publique a modifié en 1980 la norme de sélection du groupe Gestion des finances de façon à rendre obligatoire la réussite à un examen de connaissances pour être admissible à une nomination à certains niveaux de ce groupe. La dotation de ces postes nécessitera certes plus de temps, mais il sera maintenant possible de vérifier la compétence des personnes retenues.

**Faits à noter**

- Léger accroissement du nombre d'employés de 266 865 en 1979 à 268 139 en 1980<sup>1</sup>
- Augmentation du nombre de promotions de 27 077 en 1979 à 33 503 en 1980
- Augmentation des nominations à la Fonction publique de 15 293 personnes en 1979 à 18 256 en 1980
- Diminution du nombre de reclassifications de 7 149 en 1979 à 6 203 en 1980
- Accroissement du nombre de mutations interministérielles de 5 176 en 1979 à 5 619 en 1980

Les mesures d'austérité des dernières années ont continué de se refléter sur les activités de dotation en 1980, quoiqu'elles ne les aient pas empêchées d'augmenter sensiblement par rapport à 1979. En effet, on a pu constater un accroissement des perspectives d'emploi ainsi qu'un regain d'intérêt pour les mutations latérales vu les avantages qu'elles procurent.

La Commission de la Fonction publique a pris certaines dispositions en vue d'améliorer l'efficacité du système de dotation et de pouvoir mieux rendre compte de son efficacité.

Tableau 1

Evolution de l'effectif selon la catégorie professionnelle, de 1979 à 1980

Catégorie professionnelle	1979	1980	Evolution
Haute direction <sup>a</sup>	1 339	1 309	-30
Scientifiques et spécialistes	22 038	21 460	-578
Administration et service extérieur	50 287	51 539	1 252
Techniciens	25 733	25 918	185
Soutien administratif	67 720	68 169	449
Exploitation	99 621	99 555	-66
<b>Total<sup>b</sup></b>	<b>266 865</b>	<b>268 139</b>	<b>1 274</b>
			<b>0,5</b>

<sup>a</sup> Sont exclus du total, 90 SX en 1979 et 38 en 1980. Comprend 217 employés en 1979 et 227 en 1980 de la Commission des relations de travail dans la Fonction publique et d'autres employés dont le poste n'a pas encore été classé dans l'une ou l'autre des catégories professionnelles.

Source : Système de traitement des données sur la direction de la Commission (catégorie Haute direction) et ministère des Approvisionnement et Services (autres catégories)

deployer leur personnel. Nous demeurerons persuadés que l'impact de nos politiques dépend surtout de la qualité de la gestion dans la Fonction publique. C'est pourquoi nous nous sommes efforcés de sensibiliser les gestionnaires à leurs responsabilités à cet égard.

Nous remercions nos remerciements au personnel de la Commission pour son dévouement, aux sous-chefs et à leurs adjoints, aux représentants des associations d'employés et aux agents négociateurs pour leur collaboration. Enfin, nous tenons à souligner la collaboration du Conseil du Trésor Canada tout au long de l'année.

par exemple : la formation professionnelle et en gestion, les politiques en matière de langues officielles et les programmes visant l'accroissement de la participation à la Fonction publique de certains groupes, tels les Francophones, les femmes, les Autochtones et les personnes handicapées. En s'acquittant des fonctions reliées à son mandat, la Commission touche à tous ces domaines. Cependant, si nous avons convenu d'accomplir, au nom du gouvernement, certaines activités liées à divers aspects de ces programmes, ce n'est pas sans reconnaître que c'est le Conseil du Trésor en tant qu'employeur, qui en est le responsable. Par exemple, nos programmes d'accès à l'emploi ainsi que nos programmes de formation et de perfectionnement, qui comprennent l'enseignement des langues, sont réalisés selon les conditions établies par les politiques du Conseil du Trésor. Dans ces domaines, la Commission de la Fonction publique est appelée à participer à l'élaboration des politiques, ne serait-ce que pour en assurer la compatibilité avec la Loi.

Enfin, lorsqu'on aborde la question de l'imputabilité de la Commission de la Fonction publique, il est essentiel de tenir compte du rôle très important joué par les sous-chefs et leurs équipes de gestionnaires. Ils constituent en fait les principaux acteurs dans la dotation en personnel et les fonctions de gestion connexes, et c'est leur rendement qui détermine l'efficacité de ces activités. Ainsi, c'est le gestionnaire qui crée le climat de travail, facteur éminemment important en ce qui concerne la participation des groupes sous-représentés; c'est encore lui qui décide si les postes doivent être occupés par des employés à plein temps ou à temps partiel et s'ils seront pourvus pour une période déterminée ou indéterminée, qui en choisit les titulaires, qui détermine les besoins en formation et en perfectionnement de son personnel ainsi que les moyens de les combler, qui évalue le rendement des employés et qui formule les recommandations de renvoi. Toutes ces activités s'accomplissent dans un cadre établi soit par le Conseil du Trésor Canada, soit par la Commission de la Fonction publique et elles sont susceptibles d'examen et de vérification.

Le présent rapport fait donc état au Parlement de l'administration de la Commission au cours de la dernière année et insiste plus particulièrement sur les modifications qui ont été faites en vue d'améliorer les mécanismes dont se servent les gestionnaires pour recruter, perfectionner et



## Introduction

Le présent rapport, le cinquième que nous publions à titre de Commissaires, décrit les activités de la Commission de la Fonction publique en 1980 ainsi que leur impact sur l'administration fédérale. L'examen que nous faisons de l'évolution, des tendances et des problèmes de la dotation en personnel ainsi que des questions de gestion connexes a pour but de présenter au Parlement du Canada un compte rendu détaillé de la façon dont nous sommes acquittés des responsabilités qui découlent du mandat que nous confère la *Loi sur l'emploi dans la Fonction publique* et de celles qui se rattachent aux politiques gouvernementales.

La responsabilité première de la Commission de la Fonction publique est de veiller à ce que les nominations à la Fonction publique et au sein de celle-ci soient fondées sur le principe du mérite, c'est-à-dire sur des procédés conçus pour assurer une évaluation objective des compétences des candidats, et de voir à ce que les sélections ne soient pas entachées de discriminations fondées sur le sexe, la race, l'origine nationale, la religion, la couleur, la situation de famille ou l'âge. Pour permettre à la Commission de s'acquitter efficacement de son mandat, le Parlement lui a donné le pouvoir exclusif de procéder aux nominations en vertu de la *Loi sur l'emploi dans la Fonction publique*. Il a exigé en outre que ses mécanismes de dotation en personnel répondent à des exigences précises ayant pour but de protéger certains droits des candidats et des employés ainsi que d'assurer, d'une manière générale, un traitement équitable à tous. Ces dernières années, la Commission a articulé certains autres principes, en plus du mérite et de l'équité, qui doivent être pris en considération dans la dotation; ces principes sont : l'efficacité des opérations ministérielles, la sensibilisation de l'appareil administratif de l'État aux besoins des populations desservies et l'égalité d'accès réelle aux emplois de la Fonction publique pour tous les citoyens.

Ce mandat implique que nous devons rendre compte de divers éléments des systèmes et des procédés de dotation, notamment les activités de recrutement et de présentation de candidats, les lignes directrices déterminant les zones minimales de concours, les règles concernant les nominations par concours et sans concours, les normes de sélection ainsi que les lignes directrices concernant le droit d'appel, l'administration des appels et les procédés d'instruction des plaignants. Nous sommes aussi chargés de nous assurer que toutes les sélections faites par les gestionnaires et les nominations qui en découlent, qu'elles soient effectuées par la Commission ou en vertu de pouvoirs délégués par elle, sont conformes aux lignes directrices et aux processus pertinents.

En outre, la Commission de la Fonction publique assume diverses responsabilités à l'égard des politiques gouvernementales liées à l'emploi dans la Fonction publique; l'exécution.

Notre rapport s'efforce non seulement de donner un aperçu des systèmes de dotation et de l'utilisation qui en est faite par les sous-chefs et leurs gestionnaires, par la Commission elle-même ainsi que par les fonctionnaires en général et leurs agents immédiats, mais aussi, et cela est peut-être plus important, d'expliquer les politiques de la Commission et du gouvernement que ces systèmes doivent refléter. Cette façon plus globale de présenter le résultat de nos efforts offre aux lecteurs une vue d'ensemble complète de la dotation en personnel et des questions de gestion connexes dans la Fonction publique, plutôt qu'un compte rendu qui s'en tient strictement à une définition étroite des compétences exclusives de la Commission. Nous croyons qu'il s'agit d'une approche plus informative et, par conséquent, plus utile, bien qu'elle puisse comporter une certaine confusion au sujet du partage des responsabilités à l'égard de ces fonctions complexes. Aussi, les lecteurs trouveront peut-être utile d'aborder l'analyse du rapport en tenant compte des considérations qui suivent.

Tel que nous l'avons précisé au chapitre 1 de notre rapport annuel de 1978, l'impartialité de la Commission de la Fonction publique comporte de multiples facettes. Il serait donc inapproprié de se référer à une notion d'impartialité absolue et simple. La dotation en personnel et les fonctions de gestion connexes dans la Fonction publique mettent en jeu un tissu complexe de politiques, systèmes et procédés qui s'influencent autant sur le plan de la conception et de l'élaboration que sur celui de





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Les commissaires

Les trois commissaires, dont le président, sont investis des pouvoirs que la Loi sur l'emploi dans la Fonction publique confère à la Commission. Désigné par le gouverneur en conseil pour une période de dix ans, ils ont tous trois rang de sous-ministre; mais le président est l'administrateur principal de la Commission. Ensemble, ils établissent les politiques conformément à la Loi. Les décisions des commissaires se prennent à la majorité.

La Direction générale des appels et des enquêtes

Elle établit des comités d'appel indépendants pour les cas de violation prescrite de la Loi et du Règlement sur l'emploi dans la Fonction publique en matière de promotion, de rétrogradation et de licenciement. Les arrêts des comités sont sans appel : ils lient les parties en cause ainsi que la Commission. Seule la Cour fédérale du Canada peut les rescinder. Les enquêtes dans les cas de discrimination présumée dont se plaignent aussi bien des fonctionnaires que des candidats à l'emploi sont aussi du ressort de cette direction générale. Elle assume également le rôle traditionnel d'ombudsman et règle les plaintes des employés qui prétendent avoir été victimes de harcèlement ou de mesures administratives partiales. Elle se penche en outre sur les pratiques présumées douteuses qui lui sont soulevées en matière de dotation et de gestion du personnel. Le greffier reçoit, étudie, enregistre et achemine appels et plaintes ou il le faut, s'assure qu'ils sont traités comme il convient et s'occupe des enquêtes liées à l'activité de la direction générale.

La Direction générale des programmes de la haute direction

Elle élabore, conformément aux exigences de la Loi sur l'emploi dans la Fonction publique et aux politiques de la Commission, les directives et les systèmes en matière de recrutement et de sélection des candidats aux postes de cadres de haute direction dans la Fonction publique canadienne. Elle s'occupe de planification, de conseil et de dotation. Elle dirige en outre la Division Echanges Canada et programmes internationaux. Elle assure la planification des ressources humaines aux divers niveaux de la haute gestion et de la haute direction, ainsi que la mise au point de politiques et de systèmes visant à une planification efficace.

La Direction générale de la formation linguistique

Elle assure, dans les locaux de la Commission et dans ceux des ministères, la formation linguistique de base et, à la demande des ministères, élabore et dispense des cours spécialisés et de perfectionnement. Elle offre aide et conseils en divers domaines reliés à la formation linguistique : analyse des besoins, élaboration de cours et de programmes destinés à répondre à des besoins précis; évaluation de programmes, testing, orientation des fonctionnaires-étudiants. Elle est essentiellement au service des ministères et des organismes auxquels il incombe, depuis 1977, de veiller à la formation linguistique de leurs employés.

La Direction générale des services et systèmes de gestion

Elle est chargée de développer et de coordonner les systèmes de gestion de la Commission en vue d'une administration plus efficace. Elle réunit les directions suivantes : administration, systèmes d'information et de gestion, systèmes et analyses de gestion, finances, information, personnel et vérification interne.

La Direction générale de la vérification

Elle examine périodiquement l'activité de dotation des ministères et des organismes assujettis à la Loi sur l'emploi dans la Fonction publique, y compris celle de la Direction générale de la dotation de la Commission. Elle effectue des études spéciales et des vérifications ponctuelles d'activités de dotation déterminées et des recommandes, le cas échéant, des modifications destinées à améliorer l'efficacité du processus de dotation au sein de la Fonction publique.

La Direction générale de la dotation

Conformément aux dispositions de la Loi sur l'emploi dans la Fonction publique ainsi qu'aux orientations et aux politiques de la Commission, elle établit les directives et les méthodes de dotation, les normes de sélection et les protocoles administratifs touchant la dotation de la Commission et des ministères. Elle est responsable du recrutement et de la présentation des candidats de l'extérieur de la Fonction publique, de la dotation des postes qui n'ont pas fait l'objet d'une délégation de pouvoirs et surveille en outre les activités de dotation ministérielles pour s'assurer qu'elles sont conformes aux stipulations de la Loi et du Règlement. Elle coordonne les aspects de la politique des langues officielles du ressort de la Commission, détermine les normes linguistiques intéressant les postes bilingues et évalue la compétence linguistique des postulants et des titulaires. Elle dirige en outre le programme Cap, l'Office de la promotion de la femme, le Bureau de recrutement d'Autochtones et veille à la planification des ressources humaines.

La Direction générale du perfectionnement

Elle s'emploie à répondre aux besoins ministériels en élaborant et en dispensant, dans l'ensemble du pays, des cours et des programmes de formation et de perfectionnement intéressant certains secteurs d'activités spécialisées et les divers niveaux de la gestion jusqu'à celui de la haute direction. À cette fin, elle met en œuvre des activités de formation « personnalisées », des séminaires, des cours normaux et des programmes conçus en fonction des besoins précis d'un ou de plusieurs ministères. Elle dirige aussi le programme Carrières Grand Nord.

La Direction des services du secrétariat

Elle assure au nom des commissaires, la planification et la coordination des politiques, répond aux demandes de renseignements des parlementaires et coordonne les activités courantes de la Commission.





L'honorable Francis Fox  
Secrétaire d'Etat du Canada  
Chambre des communes  
Ottawa


Monsieur le Ministre,

Nous vous prions de bien vouloir déposer  
à la Chambre des communes les deux  
volumes du rapport de 1980 de la Com-  
mission de la Fonction publique du  
Canada.

Nous soumettons notre rapport au Parle-  
ment en conformité des dispositions de  
l'article 45 de la Loi sur l'emploi dans la  
Fonction publique du chapitre 71 des Sta-  
tuts du Canada de 1966 / 1967.

Veuillez agréer, Monsieur le Ministre, l'as-  
surance de notre très haute considération.

Le Président,



Edgar Gallant

La Commissaire,



Anita Szlajak

Le Commissaire,



John Edwards



# Rapport annuel 1980

Commission de la Fonction publique  
du Canada

Volume 1

Commission de la Fonction publique  
Public Service Commission  
of Canada







# Rapport annuel 1980

Commission de la Fonction publique  
du Canada

Volume 1

Commission de la Fonction publique  
Public Service Commission  
of Canada  
du Canada

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# Annual Report 1980

Public Service Commission  
of Canada

## Volume 2 Statistics

Public Service Commission  
of Canada

Commission de la Fonction publique  
du Canada





# Annual Report 1980

**Public Service Commission  
of Canada**

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## **Volume 2 Statistics**



Public Service Commission  
of Canada

Commission de la Fonction publique  
du Canada

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## Foreword

The *Public Service Employment Act* requires the Public Service Commission to report annually on its activities to Parliament. For its 1980 Report, the Commission has produced two volumes: a publication outlining its activities for the calendar year 1980 in the various areas for which it is responsible, and this volume of statistical tables, which forms a companion volume to the text.

Together, these two publications comprise the Annual Report of the Public Service Commission of Canada for 1980.

Further information concerning these statistics may be obtained from the:

Information Directorate  
Public Service Commission of  
Canada  
300 Laurier Ave. West  
Ottawa K1A 0M7  
Telephone number: (613) 593-7691

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## Explanatory notes

### Population Coverage

This volume gives detailed statistical information on federal government employees under the jurisdiction of the *Public Service Employment Act*. Data include the distribution of these public servants by type of employment, department, location, sex, language group, salary group, age group, occupational group and category, as well as statistics on appointments, separations, appeals, professional and managerial training, and language training.

The Public Service, as herein defined, does not include employees appointed under the *Public Service Employment Act* for a specified period of less than six months, personnel appointed by Order in Council such as deputy heads, ministerial staff, members of the Royal Canadian Mounted Police (RCMP) and the Canadian Armed Forces, or employees of Crown corporations such as Air Canada or certain federal agencies such as the National Research Council. However, it does include civilian employees working for both the Department of National Defence and the RCMP. Total federal employment is 584 234, of which Public Service employees, as defined in this Annual Report, comprise less than half.

Various Acts and Regulations delineate different federal government employee populations. For example, each of the following Acts sets out different but overlapping populations:

- Schedule 1, Part 1 and Schedule 1, Part 2 of the *Public Service Staff Relations Act*
- the *Financial Administration Act*
- the *Public Service Employment Act*
- the *Public Service Superannuation Act* and other superannuation acts
- the *Official Languages Act*

The employee populations of this report are in accordance with the qualifications of the population coverage as stated in subchapter 45-2 of the *Personnel Management Manual* and in the corresponding system users' manual or documentation.

Comparisons between data in this publication and in other publications such as those of Statistics Canada and Treasury Board Canada should be made with caution as the populations may be different.

### Population Changes

The Public Service population, subject to the *Public Service Employment Act*, changes from year to year as a result of

the inclusion or exclusion of commissions and agencies and of particular types or groups of employees. In addition, changes in definitions may affect data on appointments and separations and may produce minor variations. These variations, often of little statistical significance, should be considered when comparing the data from one year with data from another. However, these variations are indicated in the statistical tables, where required, and should be considered when compared with previous Annual Reports.

The number of appointments to the Public Service in 1980, added to the number of employees in 1979, less the separations that occurred in 1980, does not equal the 1980 population figure. This is because there have been, in the last four years including 1980, from 10 000 to 15 000 initial appointments to the Public Service for terms of less than six months that were not recorded for practical administrative reasons. However, if these employees are reappointed and pass the six-month period, they are considered to have been appointed from within the Public Service.

Past Annual Reports noted that specified period employees of less than six months were not included in the statistics. In fact, research has shown that a number of these persons were inadvertently recorded and, consequently, the figures for 1976, 1977 and 1978 have been revised to exclude these persons (who accounted for about one per cent per year of the total *Public Service Employment Act* population).

The revised statistics for 1977 and 1978 include about 4 000 employees whose type of employment was not specified in appointment documents. After investigation, it was found that the majority occupied full-time indeterminate positions. The 1978 figures as published in this Annual Report have been revised to include these persons as full-time indeterminate, as was the case for 1977 and 1978. The same procedure was applied to the 1979 and 1980 statistics.

### Source of Data

Each year, new efforts are made to monitor the data provided by departments. Definitions of terms are standardized throughout this publication; new data systems are implemented to monitor areas where information is required; and statistics are compiled from a combination of sources.

## Population and Appointment

Population statistics that include senior executives (SX) equivalents are based primarily on the payroll and superannuation records of the Department of Supply and Services, as of 31 December 1980. Data on the Senior Executive Category are based on data contained in the Public Service Commission's Senior Executive Information System (SXIS). In general, appointments, separations (excluding lay-offs), appeals and training data are based on Commission records but are published only if documentation has been processed during the year.

## Language Group

The definition of language group varies according to source of data. The first official language for population data is obtained by supplementing the payroll and superannuation records of the Department of Supply and Services with the data from Official Languages Information System (OLIS) of Treasury Board Canada. The preferred working language information for appointment and separation data is obtained from personnel data systems of the Commission.

The difference between the source and function of OLIS and the payroll and superannuation system accounts for the fact that 17 091 of the 268 139 employees under the *Public Service Employment Act* were not entered in OLIS, as of 31 December 1980. Because of this, there are no data on the language group of these employees or on the linguistic status of their positions.

As mentioned earlier, for employees in the Senior Executive Category, language data are based on Public Service Commission records. Data on appointments by language group are established according to the employee's preferred language of work as recorded in Commission files. In 1 041 cases in 1978, 651 cases in 1979 and 649 cases in 1980, the appointment documents did not specify the employee's preferred language of work.

Separation data are systematically established according to the employee's preferred language of work for 1980.

All calculations and percentages in the tables concerning language groups are based on the known population rather than on the actual total.

## Data Systems

### Incumbent Information System

The Department of Supply and Services Incumbent Information System (IIS) was designed to provide personnel information and data on Public Service employees. For Treasury Board Canada and other central agencies, the information may be obtained on a service-wide basis, including all departments under their jurisdiction.

The IIS is used to derive information for human resources planning, mobility studies, population statistics and other areas of personnel management and research. The IIS was developed to replace the Master Output Support (MOS) system as the primary source of information on government employees.

The MOS system was a monthly file composed of extracts from other information systems, primarily the Pay System. The MOS system had certain shortcomings in that it had limited editing capabilities, no capacity for error recycling, and an assembly not timely enough for certain applications. The new system was developed to meet these requirements and was put into service in early 1980.

### Senior Executive Information System (SXIS)

In order to meet its human resources planning needs, the Senior Executive Programs Branch maintains a direct-access data base. Information identified as being essential to the human resource planning process is retained by the Senior Executive Programs Branch on most SXs. Only those SXs employed in departments and agencies subject to the *Public Service Employment Act* are included in SXIS. Thus, SXs in agencies such as the National Film Board are not included. In addition, SXs are recorded according to their level, regardless of the level of the position held (i.e., an SX-1 occupying an SX-2 position will be recorded as an SX-1). Changes in employee status and additions to SXIS are based on staffing actions that have been approved by the Chairman and commissioners. Thus, soon after a staffing action has been approved, the Senior Executive Programs Branch can use it as a basis for updating SXIS. The only staffing actions that are not included in SXIS are those dealing with acting appointments. This reflects the planning need to know an individual's actual employment level.

Population differences among the Public Service Commission, Treasury Board Canada and the Department of Supply and Services systems can be attributed to

timing and population definition. For example, the Commission includes those on leave without pay. The Treasury Board system is updated quarterly, whereas SXIS is updated upon receipt of documented information, e.g., a signed Record of Staffing Transaction form.

### Central Priorities Statistical Record

This was established to provide a more reliable source for statistics on administrative and statutory priorities. An administrative priority is an entitlement to consideration for appointment before others, based on Public Service Commission policy. This includes persons who were notified of surplus status or who were unsuccessful in their language training. A statutory priority is a similar entitlement as stipulated by legislation and includes those persons returning from leave of absence, on a minister's staff, as well as those laid off. Data on separations resulting from lay-offs are obtained from this system rather than from separation documents, as was the case in previous years.

### ■ Definitions and/or explanations of terms

**Appointing authority:** Sub-section 6(1) of the *Public Service Employment Act* authorizes the Commission to delegate appointing authority to departments. However, appointing authority for senior executives is not delegated to departments and is vested solely with the Commission.

**Appointments to the Public Service:** Appointments that are made from the general public or from a government agency that is not included under the *Public Service Employment Act*.

**Appointments within the Public Service:** Intra-departmental or inter-departmental appointments that are made in those departments and agencies under the *Public Service Employment Act*.

**Employee mobility (region):** Denotes employee relocation from one region to another, within the following regions: the 10 provinces; the National Capital Region; the Northwest Territories; the Yukon; and outside Canada.

**Employee mobility:** May occur between or within departments, with a change of group or sub-group, or as a result of a change in the type of employment, e.g., specified term to indeterminate.



**Senior executive equivalents:** Defined in the Treasury Board *Personnel Management Manual*, Annex A, pages 1 and 2, as follows:

Occupational group	Level
Agriculture	6
Architecture	8,9
Auditing	7
Biological Sciences	6
Chemistry	6
Defence Science	7,8
Education—Education Services	7
Engineering and Land Survey—Engineering	7,8
Engineering and Land Survey—Survey	7,8
Economics, Sociology and Statistics	8
Forestry Sciences	5
Historical Research	5
Law	3
Mathematics—Senior Statistician	1
Medicine—Medical Officer	4,5
Meteorology	9
Physical Sciences	6
Scientific Research—Research Manager	3
Scientific Regulation	10
Social Work—Social Welfare	6
University Teaching	5,6,7
Veterinary Science	6
Foreign Service	4,5

### *Types of appointments*

**Promotion:** The group and sub-group of an employee do not change and there is an increase in level, or the group or sub-group of an employee changes and the Staffing Action Form shows an increase of at least one dollar in the maximum annual rate of pay.

**Lateral transfer:** The group, sub-group and level of an employee do not change, or the group or sub-group of an employee changes and the Staffing Action Form shows neither an increase nor a decrease of at least one dollar in the maximum annual rate of pay.

**Downward transfer:** The group and sub-group of an employee do not change and there is a decrease in level, or the group or sub-group of an employee changes and the Staffing Action Form shows a decrease of at least one dollar in the maximum annual rate of pay.

**Demotion:** An employee is moved to a position at a lower maximum rate of pay, for reasons of incompetence or incapacity,

as a result of a departmental recommendation pursuant to Section 31 of the *Public Service Employment Act*.

### **Re-appointment for an additional term:**

The group, sub-group and level of a specified period employee do not change, the new appointment is for a specified period; and the total time under the specified period of employment amounts to six months or more in the same position.

**Reclassification:** A position is re-evaluated, with the result that there is a change in the level, group or category in which the position was initially classified. When this occurs and the position is encumbered, in many instances the incumbent is appointed to the new level/group/category.

### *Types of Employment*

**Indeterminate:** A part-time or full-time appointment for which the duration is not fixed.

**Specified period:** A part-time or full-time appointment for which the duration is fixed ("term").

**Part-time:** An appointment of a person not ordinarily required to work more than one-third of the normal scheduled daily or weekly hours of work established for persons doing similar work.

**Full-time:** An appointment of a person ordinarily required to work the normal hours of work per week prescribed by the relevant collective bargaining agreement or, where one is not applicable, by the employer.

**Seasonal:** An appointment of a person on an indeterminate or determinate basis to work only during certain segments of a year.

### *Types of Selection Processes*

**Selection with competition:** The process implies using either a competition poster or inventory to identify candidates.

**Selection without competition:** The process involves reclassification, lateral transfer, downward transfer, promotion, or priority appointment. Employees currently appointed with indeterminate status may be declared surplus and informed of their status, granted lay-off rights and, therefore, may be considered for appointment without competition, with due consideration being given to employees on leave of absence and ministers' staff, in priority over all other persons, to any position in the Public Service for which, in the opinion of the Commission, he or she is qualified.

**Closed competition:** Open only to persons employed in the Public Service. Prospective candidates are invited to apply for positions advertised by poster or are identified from an inventory of eligible employees.

### *Appeals and the Selection Process*

**Appealable selection processes:** Under Section 21 of the *Public Service Employment Act*, certain selection processes are subject to appeal.

**Appealed selection processes:** Includes those appealable selection processes where at least one appeal was lodged against the process.

**Disposition of appeals:** An appeal may be allowed or not allowed. Among the appeals not allowed are those dismissed, withdrawn by the appellant, or disposed of before being submitted to an appeal board because the department conceded the appeal, the appellant withdrew the appeal or had no right to appeal.

### *Official Languages and Staffing*

**Linguistic region:** As defined in *Official Languages in the Public Service of Canada, A Statement of Policies*, the linguistic regions include: unilingual with an English-speaking majority; unilingual with a French-speaking majority; Québec bilingual; National Capital Region; and New Brunswick and Northern and Eastern Ontario.

**Linguistic status of incumbent:** Recorded as "Met," "Must Meet" or "Not Required to Meet" in relation to the linguistic requirements of the position.

**Linguistic status of position:** The status describes the linguistic requirements of the position, which can be bilingual, English essential, French essential, or English or French essential.

**Bilingual-imperative:** Candidates must immediately meet the language requirements of the position to be filled.

**Bilingual-non-imperative:** Candidates who do not meet the language requirements of the position may be appointed if they:

- are eligible for language training at public expense and agree in writing to become bilingual within the exemption time, or to accept a transfer to a position for which they are fully qualified if they do not meet the language requirements of the position within the exemption time; or

- had at least 10 years of continuous service prior to 6 April 1966, and since that date have been continuously employed, or were 55 years of age or over on 31 October, 1977 and are now employed by the RCMP, or a Crown corporation, commission or agency.

**Linguistic profile:** A sequence of letters represent the levels of language proficiency required in the second language in four abilities: reading, writing, understanding and speaking. The first four letters of the sequence represent English language requirements, while the second four represent those for French.

#### *Separations*

**Separations:** Public servants leave the Public Service for various reasons such as resignation and retirement. Included in separations are resignations of employees who move to government agencies not included under the *Public Service Employment Act*.

**Release for incompetence or incapacity:** Pursuant to Sub-section 31(1) of the *Public Service Employment Act*, "where an employee, in the opinion of the deputy head, is incompetent in performing the duties of the position he or she occupies or is incapable of performing these duties . . .," his or her release may be recommended by the deputy head to the Public Service Commission. Such a recommendation may be appealed by the employee to a board established by the Public Service Commission.

**Lay-off:** Pursuant to Sub-section 29(1) of the *Public Service Employment Act*, where an employee's services are no longer required because of lack of work or discontinuance of a function, the deputy head, in accordance with Public Service Commission regulations, may lay off the employee. The decision is not subject to appeal.

## Facts to Note

### Population

- The number of employees grew from 266 865 in December 1979 to 268 139 in December 1980, an increase of 0,5 per cent. This is the smallest annual change in the strength of the Public Service in the past decade. (Table 1)
- The Senior Executive Category decreased from 1 339 to 1 309, while the Administrative and Foreign Service Category grew from 50 287 to 51 539 in 1980, an increase of 2,5 per cent. (Table 14 and Table 15)
- The Technical, Administrative Support and Operational Categories remained relatively static, with less than 1 per cent change. (Table 14 and Table 15)
- The number and percentage of francophones increased from 66 350 (26,5 per cent) in 1979 to 67 308 (26,8 per cent) in 1980. (Table 17)
- The number and percentage of women in the Public Service increased from 92 425 (34,2 per cent) in 1979 to 95 487 (35,6 per cent) in 1980. (Table 14)

### Appointments

- Appointments to the Public Service increased from 15 293 in 1979 to 18 255 in 1980, a 19,4 per cent increase. (Table 40)
- Appointments within the Public Service increased from 98 756 to 105 061 in 1980, an increase of 6,4 per cent. (Table 40)
- There were 33 503 promotions in 1980, an increase of 6 426, or 23,7 per cent. (Table 41)
- There was one inter-departmental lateral transfer for every 14 lateral transfers within a department, compared to one inter-departmental promotion for every 18 promotions within a department. (Table 41)

### Separations

- Separations, including end-of-term, have decreased by 19,0 per cent, from 35 670 in 1979 to 28 896 in 1980 (Table 62)
- Resignations account for 70,0 per cent of all separations, while retirements continue to make up a quarter of all separations (end-of-term excluded). (Table 62)
- Of the 17 400 resignations in 1980, 57,1 per cent were of women, compared to 20 217 resignations in 1979, of which 54,8 per cent were of women. (Table 63)
- Of the 1 056 woman lay-offs, 858 were due to privatization of federal hospitals. (Table 60)
- Of all the francophones, 7,0 per cent left the Public Service; this rate was 11,0 per cent for the anglophones.





**Table 1****Type of employment**

Number of employees, by type of employment, 1976 to 1980

Type of employment	1976	1977	1978	1979	1980
Full-time					
• Indeterminate	251 503	253 274	249 915	240 213	242 331
• Seasonal	1 585	1 591	1 321	1 273	1 413
• Specified term	15 472	16 769	15 459	14 197	14 123
<b>Total</b>	<b>268 560</b>	<b>271 634</b>	<b>266 695</b>	<b>255 683</b>	<b>257 867</b>
Part-time					
• Indeterminate	8 705	8 189	8 832	10 769	9 606
• Seasonal	1	2	8	15	67
• Specified term	45	54	252	398	577
<b>Total</b>	<b>8 751</b>	<b>8 245</b>	<b>9 092</b>	<b>11 182</b>	<b>10 250</b>
<b>Grand total*</b>	<b>277 311</b>	<b>279 879</b>	<b>275 787</b>	<b>266 865</b>	<b>268 139</b>

\*In 1980, there were 22 employees whose type of employment was not specified on pay documents.

Note: Employees hired for periods of less than six months have been excluded from the tables. In 1980, their number ranged from a high of 19 814 in August to a low of 12 010 in April, with a monthly average of 14 822. In December, their number was 13 951.

Source: Department of Supply and Services

Table 2

**Geographic area (Canada and outside Canada) and sex**

Number and percentage of employees, by geographic area and sex, 1979 and 1980

Geographic area	1979						1980					
	Men		Women		Total <sup>a</sup>		Men		Women		Total <sup>a</sup>	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Newfoundland	4 424	78,1	1 241	21,9	5 665	100,0	4 523	76,9	1 361	23,1	5 884	100,0
Prince Edward Island	1 080	76,3	336	23,7	1 416	100,0	1 104	73,7	393	26,3	1 497	100,0
Nova Scotia	11 911	77,4	3 487	22,6	15 398	100,0	11 844	76,3	3 680	23,7	15 524	100,0
New Brunswick	5 628	70,2	2 394	29,8	8 022	100,0	5 679	67,9	2 687	32,1	8 367	100,0
Québec (Except NCR)	32 500	72,1	12 590	27,9	45 091	100,0	32 467	71,1	13 226	28,9	45 695	100,0
Québec (NCR)	7 660	56,3	5 935	43,7	13 595	100,0	8 544	55,1	6 976	44,9	15 520	100,0
Ontario (Except NCR)	36 553	66,1	18 787	33,9	55 340	100,0	35 862	64,8	19 505	35,2	55 369	100,0
Ontario (NCR)	32 691	58,2	23 467	41,8	56 159	100,0	31 063	57,6	22 860	42,4	53 926	100,0
Manitoba	7 163	62,7	4 254	37,3	11 417	100,0	7 180	60,3	4 718	39,7	11 898	100,0
Saskatchewan	4 758	61,4	2 997	38,6	7 755	100,0	4 674	60,4	3 060	39,6	7 734	100,0
Alberta	10 385	59,2	7 171	40,8	17 556	100,0	10 040	60,5	6 560	39,5	16 600	100,0
British Columbia	16 982	67,2	8 291	32,8	25 273	100,0	17 038	65,8	8 855	34,2	25 893	100,0
Yukon	470	49,5	479	50,4	950	100,0	453	46,8	514	53,2	967	100,0
Northwest Territories	816	57,9	593	42,1	1 409	100,0	846	55,4	680	44,6	1 526	100,0
Outside Canada	1 414	77,7	403	22,2	1 819	100,0	1 323	76,6	405	23,4	1 728	100,0
<b>Total<sup>b</sup></b>	<b>174 435</b>	<b>65,4</b>	<b>92 425</b>	<b>34,6</b>	<b>266 865</b>	<b>100,0</b>	<b>172 644</b>	<b>64,4</b>	<b>95 487</b>	<b>35,6</b>	<b>268 139</b>	<b>100,0</b>

<sup>a</sup>Includes 5 employees in 1979 and 8 in 1980 whose sex was not specified on pay documents.<sup>b</sup>Includes 11 employees in 1980 whose geographic area was not specified on pay documents.

Source: Department of Supply and Services

Table 3

**Geographic area (Canada and outside Canada) and language group**

Number and percentage of employees, by geographic area and language group, 1979 and 1980

Geographic area	1979						1980					
	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglo- phones and Franco- phones	Total <sup>b</sup>	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglo- phones and Franco- phones	Total <sup>b</sup>
	No.	%	No.	%			No.	%	No.	%		
Newfoundland	5 270	99,6	22	0,4	5 292	5 665	5 474	99,5	26	0,5	5 500	5 884
Prince Edward Island	1 274	97,3	35	2,7	1 309	1 416	1 316	95,9	56	4,1	1 372	1 497
Nova Scotia	13 860	97,6	337	2,4	14 197	15 398	14 083	97,8	323	2,2	14 406	15 524
New Brunswick	6 255	82,4	1 334	17,6	7 589	8 022	6 391	80,6	1 537	19,4	7 928	8 367
Québec (except NCR)	2 546	6,0	39 838	94,0	42 384	45 091	2 509	5,8	40 529	94,2	43 038	45 695
Québec (NCR)	7 795	58,4	5 559	41,6	13 354	13 595	8 813	58,4	6 270	41,6	15 083	15 520
Ontario (except NCR)	50 793	97,0	1 582	3,0	52 375	55 340	51 027	97,1	1 542	2,9	52 569	55 369
Ontario (NCR)	37 074	69,2	16 487	30,8	53 561	56 159	35 510	69,2	15 839	30,8	51 349	53 926
Manitoba	10 116	97,9	215	2,1	10 331	11 417	10 461	97,8	240	2,2	10 701	11 898
Saskatchewan	6 730	98,9	77	1,1	6 807	7 755	6 716	98,9	73	1,1	6 789	7 734
Alberta	15 797	98,9	179	1,1	15 976	17 556	14 852	98,6	206	1,4	15 058	16 600
British Columbia	23 307	99,2	183	0,8	23 490	25 273	23 538	99,2	178	0,8	23 716	25 893
Yukon	726	98,8	9	1,2	735	950	726	98,8	9	1,2	735	967
Northwest Territories	1 066	95,7	48	4,3	1 114	1 409	1 075	95,8	47	4,2	1 122	1 526
Outside Canada	1 304	74,6	445	25,4	1 749	1 819	1 247	74,4	430	25,6	1 677	1 728
<b>Total<sup>c</sup></b>	<b>183 913</b>	<b>73,5</b>	<b>66 350</b>	<b>26,5</b>	<b>250 263</b>	<b>266 865</b>	<b>183 740</b>	<b>73,2</b>	<b>67 308</b>	<b>26,8</b>	<b>251 048</b>	<b>268 139</b>

<sup>a</sup>First official language of employee.<sup>b</sup>Includes 16 602 employees in 1979 and 17 091 in

1980 whose first official language was not specified.

<sup>c</sup>Includes 11 employees in 1980 whose geographic area was not specified on pay documents.

Source: Department of Supply and Services

Table 4

**Geographic area (metropolitan area and other locations) and sex**

Number and percentage of employees, by geographic area and sex, 1979 and 1980

Geographic area	1979						1980					
	Men		Women		Total <sup>a</sup>		Men		Women		Total <sup>a</sup>	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
St. John's, Nfld.	2 264	77,4	660	22,6	2 924	100,0	2 371	75,5	768	24,5	3 139	100,0
Halifax	8 624	77,7	2 470	22,3	11 094	100,0	8 587	76,6	2 618	23,4	11 205	100,0
Saint John, N.B.	1 016	72,3	389	27,7	1 405	100,0	989	70,8	407	29,2	1 396	100,0
Chicoutimi - Jonquière	298	78,6	81	21,4	379	100,0	302	77,4	88	22,6	390	100,0
Québec	5 517	74,8	1 863	25,2	7 380	100,0	5 647	73,0	2 084	27,0	7 731	100,0
Montréal	18 671	73,0	6 911	27,0	25 582	100,0	18 760	71,9	7 313	28,0	26 075	100,0
National Capital Region	40 351	57,8	29 402	42,2	69 754	100,0	39 607	57,0	29 836	43,0	69 446	100,0
Oshawa	251	66,9	124	33,1	375	100,0	266	65,7	139	34,3	405	100,0
Toronto	16 252	64,9	8 805	35,1	25 057	100,0	16 169	63,7	9 207	36,3	25 376	100,0
Hamilton	2 011	67,0	990	33,0	3 001	100,0	2 002	64,4	1 103	35,5	3 107	100,0
Niagara - St. Catharines	807	68,3	374	31,7	1 181	100,0	823	63,8	466	36,2	1 289	100,0
Kitchener - Waterloo	942	67,9	445	32,1	1 387	100,0	955	65,8	497	34,2	1 452	100,0
London	1 714	65,7	893	34,3	2 607	100,0	1 726	64,0	972	36,0	2 698	100,0
Windsor	961	64,9	519	35,1	1 480	100,0	940	59,3	644	40,7	1 584	100,0
Sudbury	425	57,7	311	42,3	736	100,0	464	56,4	359	43,6	823	100,0
Thunder Bay	746	71,3	300	28,7	1 046	100,0	745	67,9	353	32,1	1 098	100,0
Winnipeg	5 115	62,5	3 071	37,5	8 186	100,0	5 213	59,6	3 536	40,4	8 749	100,0
Regina	1 357	60,9	872	39,1	2 229	100,0	1 351	59,4	923	40,6	2 274	100,0
Saskatoon	1 123	61,2	712	38,8	1 835	100,0	1 159	62,0	709	38,0	1 868	100,0
Edmonton	3 785	55,4	3 047	44,6	6 832	100,0	3 811	57,2	2 852	42,8	6 663	100,0
Calgary	2 470	56,9	1 874	43,1	4 344	100,0	2 392	59,2	1 651	40,8	4 043	100,0
Vancouver	7 781	63,9	4 387	36,1	12 168	100,0	7 861	62,1	4 795	37,9	12 656	100,0
Victoria	4 088	77,0	1 224	23,0	5 312	100,0	4 206	76,8	1 267	23,2	5 473	100,0
<b>Total</b>	<b>126 569</b>	<b>64,5</b>	<b>69 724</b>	<b>35,5</b>	<b>196 294</b>	<b>100,0</b>	<b>126 346</b>	<b>63,5</b>	<b>72 587</b>	<b>36,5</b>	<b>198 940</b>	<b>100,0</b>
Other locations	47 866	67,8	22 701	32,2	70 571	100,0	46 298	66,9	22 900	33,1	69 199	100,0
<b>Grand total</b>	<b>174 435</b>	<b>65,4</b>	<b>92 425</b>	<b>34,6</b>	<b>266 865</b>	<b>100,0</b>	<b>172 644</b>	<b>64,4</b>	<b>95 487</b>	<b>35,6</b>	<b>268 139</b>	<b>100,0</b>

<sup>a</sup>Includes 5 employees in 1979 and 8 in 1980 whose sex was not specified on pay documents.

Source: Department of Supply and Services



Table 5

**Geographic area (metropolitan area and other locations) and language group**  
 Number and percentage of employees, by geographic area and language group, 1979 and 1980

Geographic area	1979						1980					
	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglo- phones and Franco- phones	Total <sup>b</sup>	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglo- phones and Franco- phones	Total <sup>b</sup>
	No.	%	No.	%			No.	%	No.	%		
St. John's, Nfld.	2 729	99,7	8	0,3	2 737	2 924	2 880	99,7	8	0,3	2 888	3 139
Halifax	10 010	97,9	212	2,1	10 222	11 094	10 228	98,1	196	1,9	10,424	11 205
Saint John, N.B.	1 294	95,1	66	4,9	1 360	1 405	1 277	94,8	70	5,2	1 347	1 396
Shicoutimi - Jonquière	4	1,1	362	98,9	366	379	2	0,5	367	99,5	369	390
Québec	331	4,9	6 424	95,1	6 755	7 380	392	5,6	6 620	94,4	7 012	7 731
Montréal	1 597	6,5	22 876	93,5	24 473	25 582	1 545	6,2	23 353	93,8	24 898	26 075
National Capital Region	44 869	67,1	22 046	32,9	66 915	69 754	44 323	66,7	22 109	33,3	66 432	69 446
Oshawa	360	100,0	0	0,0	360	375	390	100,0	0	0,0	390	405
Toronto	23 646	98,9	255	1,1	23 901	25 057	23 759	98,9	268	1,1	24 027	25 376
Hamilton	2 914	99,2	23	0,8	2 937	3 001	2 961	99,1	26	0,9	2 987	3 107
Niagara - St. Catharines	1 133	98,0	23	2,0	1 156	1 181	1 240	98,5	19	1,5	1 259	1 289
Kitchener - Waterloo	1 322	98,7	17	1,3	1 339	1 387	1 398	99,1	13	0,9	1 411	1 452
London	2 408	99,1	21	0,9	2 429	2 607	2 493	99,2	20	0,8	2 513	2 698
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584
Sudbury	538	76,3	167	23,7	705	736	592	74,8	199	25,2	791	823
Thunder Bay	971	99,3	7	0,7	978	1 046	1 031	99,2	8	0,8	1 039	1 098
Winnipeg	7 379	97,7	175	2,3	7 554	8 186	7 852	97,5	200	2,5	8 052	8 749
Regina	1 996	99,4	12	0,6	2 008	2 229	1 989	99,5	10	0,5	1 999	2 274
Saskatoon	1 711	99,0	17	1,0	1 728	1 835	1 741	99,1	16	0,9	1 757	1 868
Edmonton	6 187	98,4	98	1,6	6 285	6 832	5 923	98,2	107	1,8	6 030	6 663
Calgary	3 893	99,3	26	0,7	3 919	4 344	3 667	99,1	35	0,9	3 702	4 043
Vancouver	11 336	99,2	97	0,8	11 433	12 168	11 564	99,3	86	0,7	11 650	12 656
Victoria	4 926	99,3	37	0,7	4 963	5 312	5 025	99,2	43	0,8	5 068	5 473
<b>Total</b>	<b>132 954</b>	<b>71,5</b>	<b>53 002</b>	<b>28,5</b>	<b>185 956</b>	<b>196 294</b>	<b>133 781</b>	<b>71,3</b>	<b>53 804</b>	<b>28,7</b>	<b>187 585</b>	<b>198 940</b>
Other locations	50 959	79,2	13 348	20,8	64 307	70 571	49 959	78,7	13 504	21,3	63 463	69 199
<b>Grand total</b>	<b>183 913</b>	<b>73,5</b>	<b>66 350</b>	<b>26,5</b>	<b>250 263</b>	<b>266 865</b>	<b>183 740</b>	<b>73,2</b>	<b>67 308</b>	<b>26,8</b>	<b>251 048</b>	<b>268 139</b>

<sup>a</sup>First official language of employee.  
<sup>b</sup>Includes 16 602 employees in 1979 and 17 091 in  
 1980 whose first official language was not specified.

Source: Department of Supply and Services

Table 6

**Department and sex**

Number and percentage of employees, by department and sex, 1979 and 1980

Department	1979						1980					
	Men		Women		Total <sup>a</sup>		Men		Women		Total <sup>a</sup>	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Post Office	43 139	73,4	15 631	26,6	58 770	100,0	43 145	72,1	16 693	27,9	59 838	100,0
National Defence (Civilian)	24 132	71,6	9 562	28,4	33 694	100,0	24 062	70,9	9 862	29,1	33 924	100,0
National Revenue (Customs and Excise, Taxation)	13 404	59,0	9 332	41,0	22 737	100,0	13 461	57,0	10 169	43,0	23 630	100,0
Employment and Immigration	9 989	44,0	12 732	56,0	22 721	100,0	9 678	42,6	13 016	57,4	22 694	100,0
Transport	16 348	85,0	2 885	15,0	19 233	100,0	16 199	84,1	3 072	15,9	19 271	100,0
Environment <sup>b</sup>	4 764	78,7	1 289	21,3	6 053	100,0	7 651	76,7	2 328	23,3	9 981	100,0
Canadian Penitentiary Service	7 905	82,0	1 735	18,0	9 640	100,0	7 843	81,1	1 821	18,8	9 665	100,0
Supply and Services	5 118	53,0	4 543	47,0	9 661	100,0	4 882	51,8	4 551	48,2	9 433	100,0
Agriculture	7 118	77,4	2 077	22,6	9 195	100,0	7 041	76,4	2 174	23,6	9 215	100,0
National Health and Welfare	3 415	38,7	5 413	61,3	8 828	100,0	3 269	39,2	5 066	60,8	8 337	100,0
Public Works	6 445	79,1	1 700	20,9	8 145	100,0	6 454	78,4	1 773	21,6	8 227	100,0
Indian Affairs and Northern Development <sup>b</sup>	6 048	60,8	3 900	39,2	9 949	100,0	3 024	50,3	2 985	49,7	6 009	100,0
Fisheries and Oceans	3 841	79,8	970	20,2	4 811	100,0	3 856	77,2	1 135	22,7	4 992	100,0
Statistics Canada	2 060	48,8	2 162	51,2	4 222	100,0	2 050	47,2	2 292	52,8	4 343	100,0
Veterans Affairs	1 952	46,3	2 265	53,7	4 217	100,0	1 743	46,6	2 001	53,4	3 744	100,0
Royal Canadian Mounted Police (Civilian)	685	20,1	2 720	79,9	3 405	100,0	684	19,5	2 828	80,5	3 512	100,0
Energy, Mines and Resources	2 670	76,3	831	23,7	3 501	100,0	2 618	75,0	873	25,0	3 491	100,0
Secretary of State of Canada	1 105	36,9	1 893	63,1	2 998	100,0	1 064	36,3	1 869	63,7	2 933	100,0
External Affairs	1 841	61,5	1 152	38,5	2 995	100,0	1 762	61,3	1 112	38,7	2 874	100,0
Public Service Commission	1 156	43,8	1 482	56,2	2 638	100,0	1 070	42,6	1 441	57,4	2 512	100,0
Industry, Trade and Commerce	1 496	62,3	904	37,7	2 400	100,0	1 486	61,4	936	38,6	2 422	100,0
Consumer and Corporate Affairs	1 333	60,6	868	39,4	2 201	100,0	1 290	60,6	837	39,4	2 127	100,0
Communications	1 325	66,8	660	33,2	1 985	100,0	1 291	66,1	661	33,9	1 952	100,0
Justice	512	47,0	577	53,0	1 089	100,0	526	46,9	596	53,1	1 122	100,0
Regional Economic Expansion	620	57,9	450	42,1	1 070	100,0	622	56,4	481	43,6	1 103	100,0
Canadian International Development Agency	528	55,6	422	44,4	950	100,0	535	55,0	438	45,0	973	100,0
National Museums of Canada	622	64,9	337	35,1	959	100,0	589	62,1	360	37,9	949	100,0
Canadian Grain Commission	740	82,4	158	17,6	898	100,0	645	79,9	162	20,1	807	100,0
Labour	331	51,2	316	48,8	647	100,0	384	50,5	376	49,5	760	100,0
Canadian Transport Commission	452	60,3	298	39,7	750	100,0	434	60,6	282	39,4	716	100,0
Public Archives of Canada	429	61,4	270	38,6	699	100,0	432	61,6	269	38,4	701	100,0
Treasury Board	401	57,0	302	42,9	704	100,0	375	54,7	310	45,3	685	100,0
Finance	368	55,9	290	44,1	658	100,0	329	52,8	294	47,2	623	100,0
National Library of Canada	134	28,3	339	71,7	473	100,0	140	30,2	323	69,8	463	100,0
Canadian Radio-television and Telecommunications Commission	198	54,4	166	45,6	364	100,0	205	54,7	170	45,3	375	100,0
National Energy Board	221	62,4	133	37,6	354	100,0	207	60,9	133	39,1	340	100,0
Canadian Pension Commission	108	37,4	181	62,6	289	100,0	99	33,3	198	66,7	297	100,0
Privy Council Office	124	45,9	146	54,1	270	100,0	120	46,5	138	53,5	258	100,0
Veterans' Land Administration	134	55,8	106	44,2	240	100,0	130	55,3	105	44,7	235	100,0
National Parole Board	68	30,1	158	69,9	226	100,0	69	30,7	156	69,3	225	100,0
Bureau of Pensions Advocates	80	52,6	72	47,4	152	100,0	95	45,5	114	54,5	209	100,0
Solicitor General	101	51,0	97	49,0	198	100,0	102	49,5	104	50,5	206	100,0
Prairie Farm Rehabilitation Administration	87	56,1	68	43,9	155	100,0	90	48,9	94	51,1	184	100,0
Insurance	122	64,9	66	35,1	188	100,0	117	66,1	60	33,9	177	100,0

Table 6 cont'd

Department	1979						1980					
	Men		Women		Total <sup>a</sup>		Men		Women		Total <sup>a</sup>	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Office of the Comptroller General of Canada	109	68,1	51	31,9	160	100,0	103	64,0	58	36,0	161	100,0
Public Service Staff Relations Board	83	50,9	80	49,1	163	100,0	82	51,6	77	48,4	159	100,0
Science and Technology	76	55,9	60	44,1	136	100,0	78	52,7	70	47,3	148	100,0
Federal Court	70	53,0	62	47,0	132	100,0	66	51,6	62	48,4	128	100,0
Foreign Investment Review Agency	55	55,6	44	44,4	99	100,0	60	53,6	52	46,4	112	100,0
Canadian Human Rights Commission	33	37,1	56	62,9	89	100,0	37	35,6	67	64,4	104	100,0
Office of the Commissioner of Official Languages	48	48,5	51	51,5	99	100,0	47	47,0	53	53,0	100	100,0
Office of the Secretary to the Governor General	35	42,7	47	57,3	82	100,0	35	41,7	49	58,3	84	100,0
Ministry of State for Economic Development	0	0,0	8	100,0	8	100,0	42	50,6	41	49,4	83	100,0
Canadian Labour Relations Board	32	41,6	45	58,4	77	100,0	31	41,3	44	58,7	75	100,0
Federal-Provincial Relations Office	39	50,0	39	50,0	78	100,0	30	44,1	38	55,9	68	100,0
Supreme Court	30	53,6	26	46,4	56	100,0	28	50,9	27	49,1	55	100,0
Immigration Appeal Board	20	43,5	26	56,5	46	100,0	18	38,3	29	61,7	47	100,0
Office of the Chief Electoral Officer	25	48,1	27	51,9	52	100,0	24	51,1	23	48,9	47	100,0
International Joint Commission	23	59,0	16	41,0	39	100,0	21	53,8	18	46,2	39	100,0
Law Reform Commission of Canada	9	25,7	26	74,3	35	100,0	7	22,6	24	77,4	31	100,0
Tax Review Board	10	30,3	23	69,7	33	100,0	10	32,3	21	67,7	31	100,0
Arbitration Board	13	52,0	12	48,0	25	100,0	16	57,1	12	42,9	28	100,0
Canadian Intergovernmental Conference Secretariat	12	50,0	12	50,0	24	100,0	11	45,8	13	54,2	24	100,0
Office of the Commissioner for Federal Judicial Affairs	7	31,8	15	68,2	22	100,0	8	40,0	12	60,0	20	100,0
War Veterans' Allowance Board	12	63,2	7	36,8	19	100,0	12	63,2	7	36,8	19	100,0
Pension Review Board	6	50,0	6	50,0	12	100,0	6	40,0	9	60,0	15	100,0
Office of the Co-ordinator, Status of Women	0	0,0	14	100,0	14	100,0	0	0,0	14	100,0	14	100,0
Restrictive Trade Practices Commission	4	33,3	8	66,7	12	100,0	4	30,8	9	69,2	13	100,0
Anti-Inflation Board	8	66,7	4	33,3	12	100,0	—	—	—	—	—	—
Office of the Administrator, Anti-Inflation Act	4	66,7	2	33,3	6	100,0	—	—	—	—	—	—
National Commission on Inflation	2	100,0	0	0,0	2	100,0	—	—	—	—	—	—
Urban Affairs	1	100,0	0	0,0	1	100,0	—	—	—	—	—	—
<b>Total</b>	<b>174 435</b>	<b>65,4</b>	<b>92 425</b>	<b>34,6</b>	<b>266 865</b>	<b>100,0</b>	<b>172 644</b>	<b>64,4</b>	<b>95 487</b>	<b>35,6</b>	<b>268 139</b>	<b>100,0</b>

<sup>a</sup>Includes 5 employees in 1979 and 8 in 1980 whose

sex was not specified on pay documents.

<sup>b</sup>In 1980, the fluctuation in population is due largely to the transfer of National Parks from the Department of Indian Affairs and Northern Development to the Department of the Environment.

Source: Department of Supply and Services



Table 7

**Department and language group**

Number and percentage of employees, by department and language group, 1979 and 1980

Department	1979						1980					
	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglo- phones and Franco- phones	Total <sup>b</sup>	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglo- phones and Franco- phones	Total <sup>b</sup>
	No.	%	No.	%			No.	%	No.	%		
Post Office	39 112	70,7	16 241	29,3	55 353	58 770	39 804	70,8	16 454	29,2	56 258	59 800
National Defence (Civilian)	25 333	81,2	5 855	18,8	31 188	33 694	25 246	80,8	5 985	19,2	31 231	33 900
National Revenue (Customs and Excise, Taxation)	16 288	73,9	5 756	26,1	22 044	22 737	16 849	74,0	5 916	26,0	22 765	23 600
Employment and Immigration	13 992	67,8	6 658	32,2	20 650	22 721	13 771	66,8	6 834	33,2	20 605	22 600
Transport	14 403	79,5	3 706	20,5	18 109	19 233	13 993	78,8	3 754	21,2	17 747	19 200
Environment <sup>c</sup>	5 024	84,0	956	16,0	5 980	6 053	8 036	83,2	1 621	16,8	9 657	9 900
Canadian Penitentiary Service	6 473	68,0	3 051	32,0	9 524	9 640	6 458	68,1	3 020	31,9	9 478	9 600
Supply and Services	6 024	63,3	3 499	36,7	9 523	9 661	5 737	62,9	3 389	37,1	9 126	9 400
Agriculture	7 068	80,6	1 696	19,4	8 764	9 195	7 065	80,1	1 753	19,9	8 818	9 200
National Health and Welfare	6 125	80,3	1 498	19,7	7 623	8 828	5 792	79,2	1 519	20,8	7 311	8 300
Public Works	5 643	71,8	2 219	28,2	7 862	8 145	5 630	71,6	2 229	28,4	7 859	8 200
Indian Affairs and Northern Development <sup>c</sup>	6 849	83,5	1 350	16,5	8 199	9 949	3 823	84,7	693	15,3	4 516	6 000
Fisheries and Oceans	4 358	91,5	407	8,5	4 765	4 811	4 479	91,0	442	9,0	4 921	4 900
Statistics Canada	2 774	67,7	1 324	32,3	4 098	4 222	2 754	68,2	1 286	31,8	4 040	4 300
Veterans Affairs	2 032	62,6	1 212	37,4	3 244	4 217	2 163	60,5	1 415	39,5	3 578	3 700
Royal Canadian Mounted Police (Civilian)	2 605	82,1	567	17,9	3 172	3 405	2 691	80,7	645	19,3	3 336	3 500
Energy, Mines and Resources	2 875	84,2	540	15,8	3 415	3 501	2 847	83,8	549	16,2	3 396	3 400
Secretary of State of Canada	906	30,8	2 031	69,2	2 937	2 998	884	30,5	2 013	69,5	2 897	2 900
External Affairs	2 044	69,9	882	30,1	2 926	2 995	1 950	70,0	837	30,0	2 787	2 800
Public Service Commission	872	34,3	1 669	65,7	2 541	2 638	831	34,9	1 553	65,1	2 384	2 500
Industry, Trade and Commerce	1 864	81,6	421	18,4	2 285	2 400	1 874	80,4	458	19,6	2 332	2 400
Consumer and Corporate Affairs	1 499	69,1	671	30,9	2 170	2 201	1 416	68,2	661	31,8	2 077	2 100
Communications	1 432	74,7	486	25,3	1 918	1 985	1 448	74,7	491	25,3	1 939	1 950
Justice	706	69,8	305	30,2	1 011	1 089	711	68,8	323	31,2	1 034	1 100
Regional Economic Expansion	705	69,3	312	30,7	1 017	1 070	699	66,8	348	33,2	1 047	1 100
Canadian International Development Agency	465	49,7	471	50,3	936	950	465	48,8	488	51,2	953	970
National Museums of Canada	673	70,6	280	29,4	953	959	650	69,5	285	30,5	935	940
Canadian Grain Commission	755	95,6	35	4,4	790	898	704	95,4	34	4,6	738	800
Labour	480	77,0	143	23,0	623	647	485	75,7	156	24,3	641	760
Canadian Transport Commission	565	75,8	180	24,2	745	750	520	73,8	185	26,2	705	710
Public Archives of Canada	444	64,2	248	35,8	692	699	433	62,8	257	37,2	690	700
Treasury Board	426	65,4	225	34,6	651	704	397	63,9	224	36,1	621	680
Finance	423	67,5	204	32,5	627	658	381	65,8	198	34,2	579	620
National Library of Canada	320	69,3	142	30,7	462	473	289	65,4	153	34,6	442	460
Canadian Radio-television and Telecommunications Commission	174	49,2	180	50,8	354	364	174	49,9	175	50,1	349	370
National Energy Board	304	87,9	42	12,1	346	354	286	86,9	43	13,1	329	340
Canadian Pension Commission	219	84,6	40	15,4	259	289	247	87,0	37	13,0	284	290
Privy Council Office	148	55,8	117	44,2	265	270	140	56,7	107	43,3	247	250



Table 7 cont'd

Department	1979						1980					
	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglo- phones and Franco- phones	Total <sup>b</sup>	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglo- phones and Franco- phones	Total <sup>b</sup>
	No.	%	No.	%			No.	%	No.	%		
Veterans' Land Administration	207	94,1	13	5,9	220	240	198	94,3	12	5,7	210	235
National Parole Board	135	61,1	86	38,9	221	226	129	58,6	91	41,4	220	225
Bureau of Pensions Advocates	118	91,5	11	8,5	129	152	186	92,1	16	7,9	202	209
Solicitor General	126	73,7	45	26,3	171	198	142	74,0	50	26,0	192	206
Prairie Farm Rehabilitation Administration	58	100,0	0	0,0	58	155	51	100,0	0	0,0	51	184
Insurance	151	82,1	33	17,9	184	188	142	81,1	33	18,9	175	177
Office of the Comptroller General of Canada	122	80,3	30	19,7	152	160	116	75,3	38	24,7	154	161
Public Service Staff Relations Board	70	47,6	77	52,4	147	163	71	49,3	73	50,7	144	159
Science and Technology	99	72,8	37	27,2	136	136	96	68,1	45	31,9	141	148
Federal Court	56	72,7	21	27,3	77	132	52	71,2	21	28,8	73	128
Foreign Investment Review Agency	74	77,9	21	22,1	95	99	83	76,9	25	23,1	108	112
Canadian Human Rights Commission	47	73,4	17	26,6	64	89	63	70,8	26	29,2	89	104
Office of the Commissioner of Official Languages	18	19,8	73	80,2	91	99	20	22,2	70	77,8	90	100
Office of the Secretary to the Governor General	34	45,3	41	54,7	75	82	36	43,9	46	56,1	82	84
Ministry of State for Economic Development	0	0,0	1	100,0	1	8	49	68,1	23	31,9	72	83
Canadian Labour Relations Board	29	39,2	45	60,8	74	77	26	37,7	43	62,3	69	75
Federal-Provincial Relations Office	47	60,3	31	39,7	78	78	39	60,9	25	39,1	64	68
Supreme Court	19	42,2	26	57,8	45	56	16	39,0	25	61,0	41	55
Immigration Appeal Board	30	65,2	16	34,8	46	46	33	71,7	13	28,3	46	47
Office of the Chief Electoral Officer	10	22,2	35	77,8	45	52	9	22,0	32	78,0	41	47
International Joint Commission	0	0,0	0	0,0	0	39	0	0,0	0	0,0	0	39
Law Reform Commission of Canada	10	29,4	24	70,6	34	35	8	26,7	22	73,3	30	31
Tax Review Board	18	56,3	14	43,8	32	33	18	58,1	13	41,9	31	31
Tariff Board	1	33,3	2	66,7	3	25	2	50,0	2	50,0	4	28
Canadian Intergovernmental Conference Secretariat	6	27,3	16	72,7	22	24	5	22,7	17	77,3	22	24
Office of the Commissioner for Federal Judicial Affairs	0	0,0	0	0,0	0	22	0	0,0	0	0,0	0	20
War Veterans' Allowance Board	11	68,8	5	31,3	16	19	12	66,7	6	33,3	18	19

Table 7 cont'd

Department	1979						1980					
	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglo- phones and Franco- phones	Total <sup>b</sup>	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglo- phones and Franco- phones	Total
	No.	%	No.	%			No.	%	No.	%		
Pension Review Board	7	63,6	4	36,4	11	12	9	60,0	6	40,0	15	15
Office of the Co-ordinator, Status of Women	0	0,0	0	0,0	0	14	0	0,0	0	0,0	0	14
Restrictive Trade Practices Commission	7	58,3	5	41,7	12	12	7	58,3	5	41,7	12	12
Anti-Inflation Board	1	100,0		0,0	1	12	—	—	—	—	—	—
Office of the Administrator, Anti-Inflation Act	0	0,0	1	100,0	1	6	—	—	—	—	—	—
National Commission on Inflation	0	0,0	0	0,0	0	2	—	—	—	—	—	—
Urban Affairs	0	0,0	1	100,0	1	1	—	—	—	—	—	—
<b>Total</b>	<b>183 913</b>	<b>73,5</b>	<b>66 350</b>	<b>26,5</b>	<b>250 263</b>	<b>266 865</b>	<b>183 740</b>	<b>73,2</b>	<b>67 308</b>	<b>26,8</b>	<b>251 048</b>	<b>268 139</b>

<sup>a</sup> First official language of employee.<sup>b</sup> Includes 16 602 employees in 1979 and 17 091 in

1980 whose first official language was not specified.

<sup>c</sup> In 1980, the fluctuation in population is due largely to the transfer of National Parks from the Department of Indian Affairs and Northern Development to the Department of the Environment.

Source: Department of Supply and Services

Table 8

# Age and sex

Number and percentage of employees, by age group and sex, 1979 and 1980

Age group	1979						1980					
	Men		Women		Total <sup>a</sup>		Men		Women		Total <sup>a</sup>	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Under 20	791	36,3	1 389	63,7	2 180	100,0	638	29,8	1 505	70,2	2 143	100,0
20-24	10 598	41,8	14 763	58,2	25 363	100,0	10 173	41,1	14 578	58,9	24 753	100,0
25-29	25 246	56,4	19 520	43,6	44 767	100,0	24 957	55,5	20 030	44,5	44 989	100,0
30-34	29 125	67,7	13 877	32,3	43 002	100,0	29 688	66,2	15 131	33,8	44 821	100,0
35-39	20 501	69,7	8 911	30,3	29 412	100,0	21 149	68,7	9 650	31,3	30 799	100,0
40-44	17 424	68,4	8 061	31,6	25 485	100,0	17 296	67,7	8 264	32,3	25 560	100,0
45-49	18 279	70,7	7 583	29,3	25 862	100,0	18 325	70,0	7 852	30,0	26 177	100,0
50-54	19 150	71,3	7 713	28,7	26 864	100,0	18 474	70,9	7 566	29,1	26 042	100,0
55-59	21 726	75,4	7 099	24,6	28 825	100,0	20 309	73,7	7 234	26,3	27 543	100,0
60-64	11 255	76,9	3 388	23,1	14 644	100,0	11 510	76,1	3 622	23,9	15 132	100,0
65 and over	231	69,8	100	30,2	331	100,0	111	68,5	51	31,5	162	100,0
<b>Total<sup>b</sup></b>	<b>174 435</b>	<b>65,4</b>	<b>92 425</b>	<b>34,6</b>	<b>266 865</b>	<b>100,0</b>	<b>172 644</b>	<b>64,4</b>	<b>95 487</b>	<b>35,6</b>	<b>268 139</b>	<b>100,0</b>

<sup>a</sup>Includes 5 employees in 1979 and 8 in 1980 whose sex

is not specified on pay documents.

<sup>b</sup>Includes 130 employees in 1979 and 18 in 1980 whose

birthdate was not specified on superannuation documents.

Source: Department of Supply and Services

Table 9

# Age and language group

Number and percentage of employees, by age group and language group, 1979 and 1980

Age group	1979						1980					
	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglo- phones and Franco- phones	Total <sup>b</sup>	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglo- phones and Franco- phones	Total <sup>b</sup>
	No.	%	No.	%			No.	%	No.	%		
Under 20	1 003	64,7	548	35,3	1 551	2 180	956	64,7	521	35,3	1 477	2 143
20-24	14 416	65,3	7 671	34,7	22 087	25 363	13 848	64,9	7 477	35,1	21 325	24 753
25-29	28 351	68,7	12 918	31,3	41 269	44 767	28 358	68,7	12 933	31,3	41 291	44 989
30-34	28 440	70,3	11 992	29,7	40 432	43 002	29 761	70,8	12 287	29,2	42 048	44 821
35-39	19 892	71,4	7 955	28,6	27 847	29 412	20 515	70,5	8 589	29,5	29 104	30 799
40-44	18 135	75,0	6 033	25,0	24 168	25 485	18 165	74,9	6 088	25,1	24 253	25 560
45-49	18 820	76,3	5 849	23,7	24 669	25 862	19 002	75,9	6 030	24,1	25 032	26 177
50-54	20 338	78,7	5 495	21,3	25 833	26 864	19 443	77,5	5 659	22,5	25 102	26 042
55-59	22 704	81,4	5 204	18,6	27 908	28 825	21 641	81,1	5 042	18,9	26 683	27 543
60-64	11 509	81,7	2 578	18,3	14 087	14 644	11 940	81,8	2 656	18,2	14 596	15 132
65 and over	254	85,8	42	14,2	296	331	108	83,7	21	16,3	129	162
<b>Total<sup>b</sup></b>	<b>183 913</b>	<b>73,5</b>	<b>66 350</b>	<b>26,5</b>	<b>250 263</b>	<b>266 865</b>	<b>183,740</b>	<b>73,2</b>	<b>67 308</b>	<b>26,8</b>	<b>251 048</b>	<b>268 139</b>

<sup>a</sup>First official language of employee.

<sup>b</sup>Includes 16 602 employees in 1979 and 17 091 in

1980 whose first official language was not specified.

<sup>c</sup>Includes 130 employees in 1979 and 18 in 1980 whose

birthdate was not specified on superannuation documents.

Source: Department of Supply and Services

Table 10

**Salary and sex**

Number and percentage of full-time indeterminate employees, by salary group and sex, 1979 and 1980

Salary group <sup>b</sup>	1979						1980					
	Men		Women		Total <sup>a</sup>		Men		Women		Total <sup>a</sup>	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
8 500—8 999	112	18,8	484	81,2	596	100,0	2	33,3	4	66,7	6	100
9 000—9 499	146	10,6	1 227	89,4	1 373	100,0	239	20,0	954	80,0	1 193	100
9 500—9 999	306	10,7	2 566	89,3	2 873	100,0	121	18,3	541	81,7	662	100
10 000—10 999	2 651	29,1	6 457	70,9	9 108	100,0	174	10,2	1 524	89,8	1 698	100
11 000—11 999	3 027	37,1	5 143	62,9	8 170	100,0	2 496	38,6	3 977	61,4	6 473	100
12 000—12 999	7 903	36,1	14 007	63,9	21 911	100,0	3 679	35,7	6 623	64,3	10 303	100
13 000—13 999	6 032	42,0	8 319	58,0	14 351	100,0	5 080	45,5	6 080	54,5	11 160	100
14 000—14 999	8 664	47,5	9 573	52,5	18 237	100,0	5 149	40,3	7 640	59,7	12 789	100
15 000—15 999	31 344	76,0	9 885	24,0	41 229	100,0	7 069	39,3	10 922	60,7	17 992	100
16 000—16 999	10 332	70,9	4 241	29,1	14 573	100,0	8 217	39,6	12 520	60,4	20 737	100
17 000—17 999	5 955	72,1	2 301	27,9	8 256	100,0	4 822	67,6	2 314	32,4	7 136	100
18 000—18 999	12 556	82,5	2 663	17,5	15 219	100,0	33 029	78,0	9 306	22,0	42 335	100
19 000—19 999	8 662	84,1	1 635	15,9	10 297	100,0	15 088	73,9	5 340	26,1	20 428	100
20 000—20 999	11 588	78,7	3 135	21,3	14 723	100,0	7 157	79,8	1 812	20,2	8 969	100
21 000—21 999	8 442	83,9	1 621	16,1	10 063	100,0	13 839	78,3	3 845	21,7	17 684	100
22 000—22 999	2 955	78,4	815	21,6	3 770	100,0	5 587	80,5	1 356	19,5	6 944	100
23 000—23 999	4 560	86,8	696	13,2	5 256	100,0	7 682	83,4	1 528	16,6	9 210	100
24 000—24 999	4 667	85,8	771	14,2	5 438	100,0	3 742	82,8	779	17,2	4 521	100
25 000—25 999	2 740	85,8	454	14,2	3 194	100,0	4 489	83,6	883	16,4	5 372	100
26 000—26 999	2 429	85,6	408	14,4	2 837	100,0	2 855	85,4	486	14,5	3 342	100
27 000—27 999	2 377	88,2	317	11,8	2 694	100,0	2 518	84,6	459	15,4	2 977	100
28 000—28 999	3 416	89,0	423	11,0	3 839	100,0	1 744	83,4	346	16,6	2 090	100
29 000—29 999	1 776	92,6	142	7,4	1 918	100,0	2 623	86,7	403	13,3	3 026	100
30 000—30 999	1 971	94,2	122	5,8	2 093	100,0	2 496	89,9	280	10,1	2 776	100
31 000—31 999	2 230	94,9	121	5,1	2 351	100,0	2 753	91,9	244	8,1	2 997	100
32 000—32 999	1 530	91,6	141	8,4	1 671	100,0	1 332	88,0	181	12,0	1 513	100
33 000—33 999	2 187	95,6	101	4,4	2 288	100,0	2 513	95,8	111	4,2	2 624	100
34 000—34 999	2 402	96,8	80	3,2	2 482	100,0	1 497	92,4	124	7,6	1 621	100
35 000—35 999	1 054	96,0	44	4,0	1 098	100,0	1 516	92,6	121	7,4	1 637	100
36 000—36 999	1 120	95,8	49	4,2	1 169	100,0	2 428	93,9	157	6,1	2 585	100
37 000—37 999	833	94,2	51	5,8	884	100,0	1 134	95,6	52	4,4	1 186	100
38 000—38 999	1 507	98,1	29	1,9	1 536	100,0	840	96,6	30	3,4	870	100
39 000—39 999	493	97,8	11	2,2	504	100,0	1 346	97,2	39	2,8	1 385	100
40 000—44 999	2 136	97,3	58	2,6	2 195	100,0	3 659	96,5	134	3,5	3 793	100
45 000—49 999	808	95,6	36	4,3	845	100,0	1 432	96,8	47	3,2	1 479	100
50 000 and over	165	97,1	5	2,9	170	100,0	622	96,4	23	3,6	645	100
<b>Total<sup>c</sup></b>	<b>161 402</b>	<b>67,2</b>	<b>78 807</b>	<b>32,8</b>	<b>240 213</b>	<b>100,0</b>	<b>161 102</b>	<b>66,5</b>	<b>81 225</b>	<b>33,5</b>	<b>242 331</b>	<b>100</b>
Other <sup>d</sup>	13 033	48,9	13 618	51,1	26 652	100,0	11 542	44,7	14 262	55,3	25 808	100
<b>Grand total</b>	<b>174 435</b>	<b>65,4</b>	<b>92 425</b>	<b>34,6</b>	<b>266 865</b>	<b>100,0</b>	<b>172 644</b>	<b>64,4</b>	<b>95 487</b>	<b>35,6</b>	<b>268 139</b>	<b>100</b>

<sup>a</sup>Includes 5 employees in 1979 and 8 in 1980 whose sex was not specified on pay documents.<sup>b</sup>Based on employee's annual rate of pay on December 31.<sup>c</sup>Includes 1 002 employees in 1979 and 173 in 1980 whose pay documents were incomplete.<sup>d</sup>Consists of employees whose type of employment is other than full-time indeterminate.

Source: Department of Supply and Services



Table 11

## Salary and language group

Number and percentage of full-time indeterminate employees, by salary group and language group, 1979 and 1980

Salary group <sup>b</sup>	1979						1980					
	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglo- phones and Franco- phones	Total <sup>c</sup>	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglo- phones and Franco- phones	Total <sup>c</sup>
	No.	%	No.	%			No.	%	No.	%		
500— 8 999	373	72,6	141	27,4	514	596	3	50,0	3	50,0	6	6
900— 9 499	826	68,7	376	31,3	1 202	1 373	923	86,3	146	13,7	1 069	1 193
1 500— 9 999	1 670	66,8	831	33,2	2 501	2 873	356	61,5	223	38,5	579	662
2 000—10 999	6 090	71,3	2 454	28,7	8 544	9 108	990	68,2	461	31,8	1 451	1 698
3 000—11 999	5 220	71,4	2 088	28,6	7 308	8 170	4 164	72,1	1 613	27,9	5 777	6 473
4 000—12 999	14 548	70,5	6 100	29,5	20 648	21 911	6 621	67,4	3 209	32,6	9 830	10 303
5 000—13 999	9 740	70,7	4 030	29,3	13 770	14 351	7 245	70,9	2 977	29,1	10 222	11 160
6 000—14 999	12 464	71,2	5 036	28,8	17 500	18 237	8 707	71,3	3 512	28,7	12 219	12 789
7 000—15 999	27 844	70,5	11 657	29,5	39 501	41 229	12 391	72,4	4 730	27,6	17 121	17 992
8 000—16 999	10 043	71,7	3 966	28,3	14 009	14 573	14 153	70,6	5 906	29,4	20 059	20 737
9 000—17 999	5 673	72,5	2 153	27,5	7 826	8 256	4 915	72,9	1 831	27,1	6 746	7 136
10 000—18 999	11 396	77,2	3 366	22,8	14 762	15 219	28 695	71,0	11 724	29,0	40 419	42 335
11 000—19 999	7 482	75,5	2 433	24,5	9 915	10 297	14 624	74,1	5 109	25,9	19 733	20 428
12 000—20 999	10 444	72,9	3 881	27,1	14 325	14 723	6 608	76,2	2 061	23,8	8 669	8 969
13 000—21 999	7 324	75,1	2 429	24,9	9 753	10 063	12 531	72,9	4 664	27,1	17 195	17 684
14 000—22 999	2 695	74,1	942	25,9	3 637	3 770	5 061	75,7	1 629	24,3	6 690	6 944
15 000—23 999	3 810	74,8	1 286	25,2	5 096	5 256	6 536	73,2	2 388	26,8	8 924	9 210
16 000—24 999	3 975	75,8	1 268	24,2	5 243	5 438	3 176	72,6	1 200	27,4	4 376	4 521
17 000—25 999	2 298	74,7	778	25,3	3 076	3 194	3 877	74,7	1 311	25,3	5 188	5 372
18 000—26 999	2 061	75,1	683	24,9	2 744	2 837	2 453	76,2	766	23,8	3 219	3 342
19 000—27 999	2 065	78,6	563	21,4	2 628	2 694	2 176	76,1	682	23,9	2 858	2 977
20 000—28 999	2 748	73,5	989	26,5	3 737	3 839	1 387	69,4	613	30,7	2 000	2 090
21 000—29 999	1 493	81,2	346	18,8	1 839	1 918	2 235	77,2	659	22,8	2 894	3 026
22 000—30 999	1 678	82,8	349	17,2	2 027	2 093	2 081	76,9	626	23,1	2 707	2 776
23 000—31 999	1 799	78,7	488	21,3	2 287	2 351	2 281	79,3	596	20,7	2 877	2 997
24 000—32 999	1 358	83,2	274	16,8	1 632	1 671	1 077	73,9	380	26,1	1 457	1 513
25 000—33 999	1 922	86,7	295	13,3	2 217	2 288	2 112	82,3	455	17,7	2 567	2 624
26 000—34 999	2 027	84,5	372	15,5	2 399	2 482	1 255	79,6	321	20,4	1 576	1 621
27 000—35 999	888	83,2	179	16,8	1 067	1 098	1 294	81,3	297	18,7	1 591	1 637
28 000—36 999	963	85,6	162	14,4	1 125	1 169	2 118	84,8	380	15,2	2 498	2 585
29 000—37 999	685	82,5	145	17,5	830	884	943	82,4	202	17,6	1 145	1 186
30 000—38 999	1 279	87,4	185	12,6	1 464	1 536	687	81,8	153	18,2	840	870
31 000—39 999	408	83,3	82	16,7	490	504	1 165	86,8	177	13,2	1 342	1 385
40 000—44 999	1 788	86,4	281	13,6	2 069	2 195	3 087	85,3	534	14,7	3 621	3 793
45 000—49 999	671	84,1	127	15,9	798	845	1 195	85,0	211	15,0	1 406	1 479
50 000 and over	129	83,2	26	16,8	155	170	473	80,4	115	19,6	588	645
<b>Total<sup>d</sup></b>	<b>168 604</b>	<b>73,5</b>	<b>60 899</b>	<b>26,5</b>	<b>229 503</b>	<b>240 213</b>	<b>169 663</b>	<b>73,3</b>	<b>61 898</b>	<b>26,7</b>	<b>231 561</b>	<b>242 331</b>
<b>Other<sup>e</sup></b>	<b>15 309</b>	<b>73,7</b>	<b>5 451</b>	<b>26,3</b>	<b>20 760</b>	<b>26 652</b>	<b>14 077</b>	<b>72,2</b>	<b>5 410</b>	<b>27,8</b>	<b>19 487</b>	<b>25 808</b>
<b>Grand total</b>	<b>183 913</b>	<b>73,5</b>	<b>66 350</b>	<b>26,5</b>	<b>250 263</b>	<b>266 865</b>	<b>183 740</b>	<b>73,2</b>	<b>67 308</b>	<b>26,8</b>	<b>251 048</b>	<b>268 139</b>

<sup>a</sup> First official language of employee.<sup>b</sup> Based on employee's annual rate of pay on

December 31.

<sup>c</sup> Includes 16 602 employees in 1979 and 17 091 in

1980 whose first official language was not specified.

<sup>d</sup> Includes 1 002 employees in 1979 and 173 in 1980

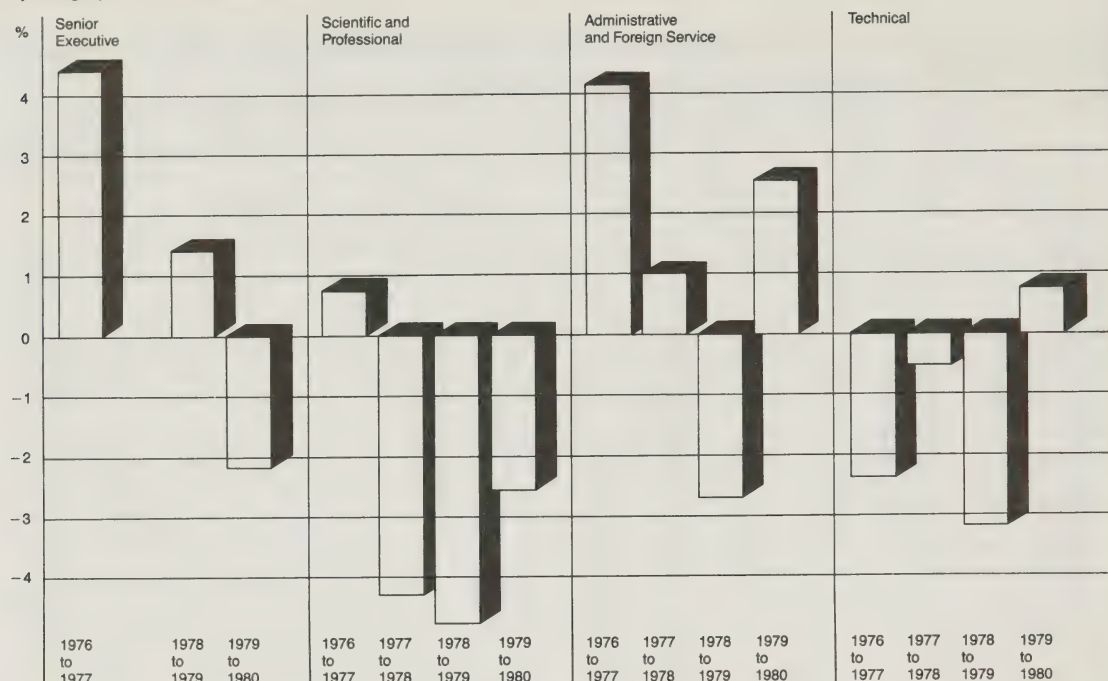
whose pay documents were incomplete.

<sup>e</sup> Consists of employees whose type of employment is

other than full-time indeterminate.

Source: Department of Supply and Services

**Figure 1**  
**Change in population**  
 Change in the Public Service population  
 by category from 1976 to 1980



Note: In 1976 and 1977, the Senior Executive Category included acting SXs.

Source: Public Service Commission (Senior Executive Category) and Department of Supply and Services (other categories)

**Table 12**

**Category and location**

Number and percentage of employees, by occupational category and job location, 1979 and 1980

Occupational category	1979						1980					
	National Capital Region		Other locations		Total		National Capital Region		Other locations		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Senior Executive <sup>a</sup>	1 099	82,1	240	17,9	1 339	100,0	1 041	79,5	268	20,5	1 309	100,0
Scientific and Professional	8 644	39,2	13 394	60,8	22 038	100,0	8 389	39,1	13 071	60,9	21 460	100,0
Administrative and Foreign Service	19 330	38,4	30 957	61,6	50 287	100,0	19 734	38,3	31 805	61,7	51 539	100,0
Technical	6 287	24,4	19 446	75,6	25 733	100,0	6 232	24,0	19 686	76,0	25 918	100,0
<b>Total (officer categories)</b>	<b>35 279</b>	<b>35,5</b>	<b>64 028</b>	<b>64,5</b>	<b>99 307</b>	<b>100,0</b>	<b>35 400</b>	<b>35,3</b>	<b>64 788</b>	<b>64,7</b>	<b>100 188</b>	<b>100,0</b>
Administrative Support	26 464	39,1	41 256	60,9	67 720	100,0	25 959	38,1	42 210	61,9	68 169	100,0
Operational	7 847	7,9	91 774	92,1	99 621	100,0	7 919	8,0	91 636	92,0	99 555	100,0
<b>Grand total<sup>b</sup></b>	<b>69 754</b>	<b>26,1</b>	<b>197 111</b>	<b>73,9</b>	<b>266 865</b>	<b>100,0</b>	<b>69 446</b>	<b>25,9</b>	<b>198 693</b>	<b>74,1</b>	<b>268 139</b>	<b>100,0</b>

<sup>a</sup>Excluded from the grand total are 90 SXs in 1979 and 38 in 1980. See Explanatory Notes.

<sup>b</sup>Includes 217 employees in 1979 and 227 in 1980 of the Public Service Staff Relations Board, in addition to other employees whose positions have not been converted to one of the six occupational categories.

Source: PSC Senior Executive Information System (Senior Executive Category) and Department of Supply and Services (all other categories)

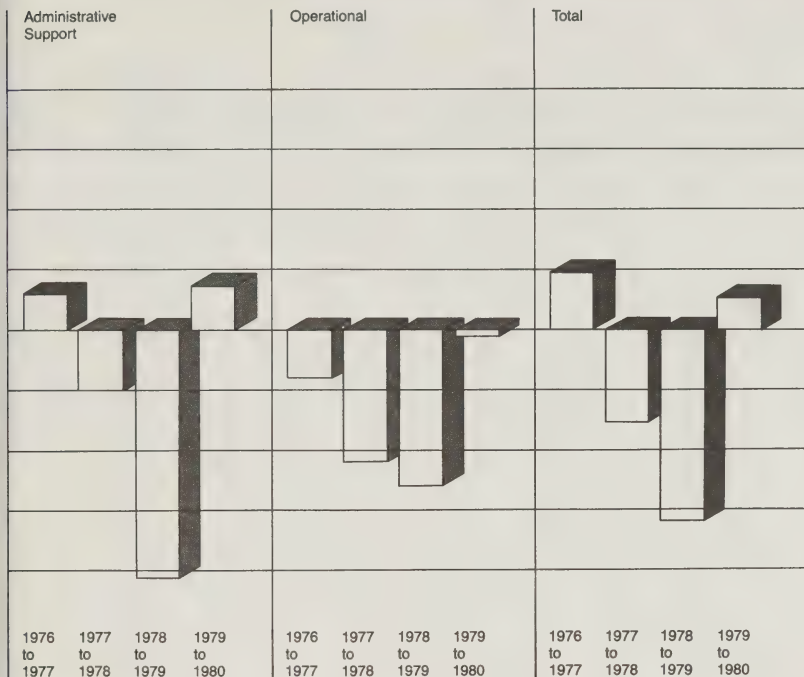


Table 13

### Category and NCR

Number and percentage of employees in the National Capital Region, by occupational category, 1976 to 1980

Occupational category	1976		1977		1978		1979		1980	
	No.	%	No.	%	No.	%	No.	%	No.	%
Senior Executive <sup>a</sup>	1 092	86,1	1 130	85,3	1 104	83,6	1 099	82,1	1 041	79,5
Scientific and Professional	9 669	40,3	9 728	40,2	9 297	40,2	8 644	39,2	8 389	39,1
Administrative and Foreign Service	18 786	38,2	19 522	38,2	19 868	38,5	19 330	38,4	19 734	38,3
Technical	6 765	25,9	6 946	26,0	6 867	25,8	6 287	24,4	6 232	24,0
Administrative Support	28 803	40,6	28 682	40,2	28 081	39,8	26 464	39,1	25 959	38,1
Operational	7 984	7,6	7 772	7,4	8 046	7,9	7 847	7,9	7 919	8,0
<b>Total<sup>b</sup></b>	<b>73 437</b>	<b>26,5</b>	<b>74 212</b>	<b>26,5</b>	<b>73 337</b>	<b>26,6</b>	<b>69 754</b>	<b>26,1</b>	<b>69 446</b>	<b>25,9</b>

<sup>a</sup> Excluded from the total are 105 SXs in 1976, 110 in 1977, 96 in 1978 and 81 in 1979; included are 4 SXs in 1980. See Explanatory Notes. Only data for 1976 and 1977 include acting SXs.

<sup>b</sup> Includes 443 employees in 1976, 542 in 1977, 170 in 1978, 164 in 1979 and 168 in 1980 whose positions have not been converted to one of the six occupational categories.

Source: PSC Senior Executive Information System (Senior Executive Category) and Department of Supply and Services (all other categories)



Table 14

**Category, type of employment and sex**

Number and percentage of employees, by occupational category, type of employment and sex, 1979 and 1980

Occupational category	Type of employment	1979						1980					
		Men		Women		Total <sup>a</sup>		Men		Women		Total <sup>a</sup>	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Senior Executive <sup>b</sup>	Full-time												
	• Indeterminate	1 285	96,3	50	3,7	1 335	100,0	1 255	96,0	52	4,0	1 307	100,0
	• Seasonal	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0
	• Specified term	4	100,0	0	0,0	4	100,0	2	100,0	0	0,0	2	100,0
	Total	1 289	96,3	50	3,7	1 339	100,0	1 257	96,0	52	4,0	1 309	100,0
	Part-time												
	• Indeterminate	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0
	• Seasonal	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0
	• Specified term	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0
	Total	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0
Scientific and Professional	<b>Total</b>	<b>1 289</b>	<b>96,3</b>	<b>50</b>	<b>3,7</b>	<b>1 339</b>	<b>100,0</b>	<b>1 257</b>	<b>96,0</b>	<b>52</b>	<b>4,0</b>	<b>1 309</b>	<b>100,0</b>
	Full-time												
	• Indeterminate	16 818	79,2	4 404	20,8	21 222	100,0	16 503	80,3	4 036	19,6	20 541	100,0
	• Seasonal	10	90,9	1	9,1	11	100,0	9	81,8	2	18,2	11	100,0
	• Specified term	370	61,5	232	38,5	602	100,0	410	58,0	297	42,0	707	100,0
	Total	17 198	78,8	4 637	21,2	21 835	100,0	16 922	79,6	4 335	20,4	21 259	100,0
	Part-time												
	• Indeterminate	21	11,7	159	88,3	180	100,0	25	14,0	153	86,0	178	100,0
	• Seasonal	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0
	• Specified term	4	17,4	19	82,6	23	100,0	4	18,2	18	81,8	22	100,0
Administrative and Foreign Service	Total	25	12,3	178	87,7	203	100,0	29	14,5	171	85,5	200	100,0
	<b>Total</b>	<b>17 223</b>	<b>78,2</b>	<b>4 815</b>	<b>21,8</b>	<b>22 038</b>	<b>100,0</b>	<b>16 952</b>	<b>79,0</b>	<b>4 506</b>	<b>21,0</b>	<b>21 460</b>	<b>100,0</b>
	Full-time												
	• Indeterminate	37 393	76,1	11 758	23,9	49 153	100,0	37 086	74,0	13 000	26,0	50 086	100,0
	• Seasonal	28	84,8	5	15,2	33	100,0	11	64,7	6	35,3	17	100,0
	• Specified term	552	60,1	366	39,9	918	100,0	660	56,7	503	43,3	1 163	100,0
	Total	37 973	75,8	12 129	24,2	50 104	100,0	37 757	73,6	13 509	26,4	51 266	100,0
	Part-time												
	• Indeterminate	25	17,1	121	82,9	146	100,0	25	13,0	168	87,0	193	100,0
	• Seasonal	15	100,0	0	0,0	15	100,0	57	95,0	3	5,0	60	100,0
Technical	• Specified term	4	18,2	18	81,8	22	100,0	6	31,6	13	68,4	19	100,0
	Total	44	24,0	139	76,0	183	100,0	88	32,4	184	67,6	272	100,0
	<b>Total</b>	<b>38 017</b>	<b>75,6</b>	<b>12 268</b>	<b>24,4</b>	<b>50 287</b>	<b>100,0</b>	<b>37 846</b>	<b>73,4</b>	<b>13 693</b>	<b>26,6</b>	<b>51 539</b>	<b>100,0</b>
	Full-time												
	• Indeterminate	22 285	90,5	2 334	9,5	24 619	100,0	22 236	90,5	2 334	9,5	24 570	100,0
	• Seasonal	230	87,8	32	12,2	262	100,0	253	86,9	38	13,1	291	100,0
	• Specified term	650	78,8	175	21,2	825	100,0	733	72,4	277	27,4	1 012	100,0
	Total	23 165	90,1	2 541	9,9	25 706	100,0	23 222	89,8	2 649	10,2	25 873	100,0
	Part-time												
	• Indeterminate	3	15,8	16	84,2	19	100,0	4	18,2	18	81,8	22	100,0
	• Seasonal	0	0,0	0	0,0	0	0,0	0	0,0	1	100,0	1	100,0
	• Specified term	1	12,5	7	87,5	8	100,0	5	25,0	15	75,0	20	100,0
	Total	4	14,8	23	85,2	27	100,0	9	20,9	34	79,1	43	100,0
	<b>Total</b>	<b>23 169</b>	<b>90,0</b>	<b>2 564</b>	<b>10,0</b>	<b>25 733</b>	<b>100,0</b>	<b>23 232</b>	<b>89,6</b>	<b>2 684</b>	<b>10,4</b>	<b>25 918</b>	<b>100,0</b>



Table 14 cont'd

Occupational category	Type of employment	1979						1980					
		Men		Women		Total <sup>a</sup>		Men		Women		Total <sup>a</sup>	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Professional (Senior categories)	Full-time												
	• Indeterminate	77 695	80,7	18 542	19,3	96 239	100,0	77 039	79,9	19 418	20,1	96 459	100,0
	• Seasonal	268	87,6	38	12,4	306	100,0	273	85,6	46	14,4	319	100,0
	• Specified term	1 576	67,1	773	32,9	2 349	100,0	1 811	62,6	1 078	37,3	2 891	100,0
	Total	79 539	80,4	19 353	19,6	98 894	100,0	79 123	79,4	20 542	20,6	99 669	100,0
	Part-time												
	• Indeterminate	49	14,2	296	85,8	345	100,0	54	13,7	339	86,3	393	100,0
	• Seasonal	15	100,0	0	0,0	15	100,0	57	93,4	4	6,6	61	100,0
	• Specified term	9	17,0	44	83,0	53	100,0	15	24,6	46	75,4	61	100,0
	Total	73	17,7	340	82,3	413	100,0	126	24,5	389	75,5	515	100,0
	<b>Total</b>	<b>79 612</b>	<b>80,2</b>	<b>19 693</b>	<b>19,8</b>	<b>99 307</b>	<b>100,0</b>	<b>79 252</b>	<b>79,1</b>	<b>20 932</b>	<b>20,9</b>	<b>100 188</b>	<b>100,0</b>
Administrative Support	Full-time												
	• Indeterminate	12 545	20,8	47 866	79,2	60 413	100,0	11 854	19,7	48 332	80,3	60 187	100,0
	• Seasonal	3	12,0	22	88,0	25	100,0	5	12,2	36	87,8	41	100,0
	• Specified term	1 190	17,8	5 495	82,2	6 686	100,0	1 270	18,0	5 800	82,0	7 072	100,0
	Total	13 738	20,5	53 383	79,5	67 124	100,0	13 129	19,5	54 168	80,5	67 300	100,0
	Part-time												
	• Indeterminate	15	3,8	379	96,2	394	100,0	23	4,0	550	96,0	573	100,0
	• Seasonal	0	0,0	0	0,0	0	0,0	0	0,0	4	100,0	4	100,0
	• Specified term	9	4,5	193	95,5	202	100,0	16	5,6	271	94,4	287	100,0
	Total	24	4,0	572	96,0	596	100,0	39	4,5	825	95,5	864	100,0
	<b>Total</b>	<b>13 762</b>	<b>20,3</b>	<b>53 955</b>	<b>79,7</b>	<b>67 720</b>	<b>100,0</b>	<b>13 170</b>	<b>19,3</b>	<b>54 996</b>	<b>80,7</b>	<b>68 169</b>	<b>100,0</b>
Operational	Full-time												
	• Indeterminate	71 058	85,2	12 299	14,8	83 357	100,0	72 100	84,4	13 370	15,6	85 471	100,0
	• Seasonal	791	84,0	151	16,0	942	100,0	893	84,8	160	15,2	1 053	100,0
	• Specified term	4 657	90,4	492	9,6	5 149	100,0	3 829	92,3	318	7,7	4 147	100,0
	Total	76 506	85,5	12 942	14,5	89 448	100,0	76 822	84,7	13 848	15,3	90 671	100,0
	Part-time												
	• Indeterminate	4 376	43,6	5 654	56,4	10 030	100,0	3 143	36,4	5 497	63,6	8 640	100,0
	• Seasonal	0	0,0	0	0,0	0	0,0	0	0,0	2	100,0	2	100,0
	• Specified term	65	45,5	78	54,5	143	100,0	131	57,2	98	42,8	229	100,0
	Total	4 441	43,7	5 732	56,3	10 173	100,0	3 274	36,9	5 597	63,1	8 871	100,0
	<b>Total</b>	<b>80 947</b>	<b>81,3</b>	<b>18 674</b>	<b>18,7</b>	<b>99 621</b>	<b>100,0</b>	<b>80 103</b>	<b>80,5</b>	<b>19 451</b>	<b>19,5</b>	<b>99 555</b>	<b>100,0</b>
All categories <sup>c</sup>	Full-time												
	• Indeterminate	161 402	67,2	78 807	32,8	240 213	100,0	161 102	66,5	81 225	33,5	242 331	100,0
	• Seasonal	1 062	83,4	211	16,6	1 273	100,0	1 171	82,9	242	17,1	1 413	100,0
	• Specified term	7 433	52,4	6 763	47,6	14 197	100,0	6 920	49,0	7 199	51,0	14 123	100,0
	Total	169 897	66,4	85 781	33,5	255 683	100,0	169 193	65,6	88 666	34,4	257 867	100,0
	Part-time												
	• Indeterminate	4 440	41,2	6 329	58,8	10 769	100,0	3 220	33,5	6 386	66,5	9 606	100,0
	• Seasonal	15	100,0	0	0,0	15	100,0	57	85,1	10	14,9	67	100,0
	• Specified term	83	20,9	315	79,1	398	100,0	162	28,1	415	71,9	577	100,0
	Total	4 538	40,6	6 644	59,4	11 182	100,0	3 439	33,6	6 811	66,4	10 250	100,0
	<b>Grand total</b>	<b>174 435</b>	<b>65,4</b>	<b>92 425</b>	<b>34,6</b>	<b>266 865</b>	<b>100,0</b>	<b>172 644</b>	<b>64,4</b>	<b>95 487</b>	<b>35,6</b>	<b>268 139</b>	<b>100,0</b>

<sup>a</sup> Includes 5 employees in 1979 and 8 in 1980 whose sex was not specified on pay documents.

<sup>b</sup> Excluded from the grand total are 90 SXs in 1979 and 38 in 1980. See Explanatory Notes.

<sup>c</sup> Includes 217 employees in 1979 and 227 in 1980 of the Public Service Staff Relations Board, in addition to other employees whose positions have not been converted to one of the six occupational categories.

Source: PSC Senior Executive Information System (Senior Executive Category) and Department of Policy and Services (all other categories)

Table 15

**Category, type of employment and language group**

Number and percentage of employees, by occupational category, type of employment and language group, 1979 and 1980

Occupational category	Type of employment	1979						1980					
		Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglo- phones and Franco- phones	Total <sup>b</sup>	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglo- phones and Franco- phones	Total <sup>b</sup>
		No.	%	No.	%			No.	%	No.	%		
Senior Executive <sup>c</sup>	Full-time												
	• Indeterminate	1 050	78,7	285	21,3	1 335	1 335	1 027	78,6	280	21,4	1 307	1 307
	• Seasonal	0	0,0	0	0,0	0	0	0	0,0	0	0,0	0	0
	• Specified term	4	100,0	0	0,0	4	4	1	50,0	1	50,0	2	2
	Total	1 054	78,7	285	21,3	1 339	1 339	1 028	78,5	281	21,5	1 309	1 309
	Part-time												
	• Indeterminate	0	0,0	0	0,0	0	0	0	0,0	0	0,0	0	0
	• Seasonal	0	0,0	0	0,0	0	0	0	0,0	0	0,0	0	0
	• Specified term	0	0,0	0	0,0	0	0	0	0,0	0	0,0	0	0
	Total	0	0,0	0	0,0	0	0	0	0,0	0	0,0	0	0
	<b>Total</b>	<b>1 054</b>	<b>78,7</b>	<b>285</b>	<b>21,3</b>	<b>1 339</b>	<b>1 339</b>	<b>1 028</b>	<b>78,5</b>	<b>281</b>	<b>21,5</b>	<b>1 309</b>	<b>1 309</b>
Scientific and Professional	Full-time												
	• Indeterminate	16 044	81,1	3 742	18,9	19 786	21 222	15 596	80,7	3 724	19,3	19 320	20 541
	• Seasonal	8	80,0	2	20,0	10	11	8	80,0	2	20,0	10	11
	• Specified term	340	74,4	117	25,6	457	602	349	73,3	127	26,7	476	707
	Total	16 392	80,9	3 861	19,1	20 253	21 835	15 953	80,5	3 853	19,5	19 806	21 259
	Part-time												
	• Indeterminate	121	86,4	19	13,6	140	180	137	84,0	26	16,0	163	178
	• Seasonal	0	0,0	0	0,0	0	0	0	0,0	0	0,0	0	0
	• Specified term	9	60,0	6	40,0	15	23	10	83,3	2	16,7	12	22
	Total	130	83,9	25	16,1	155	203	147	84,0	28	16,0	175	200
	<b>Total</b>	<b>16 522</b>	<b>81,0</b>	<b>3 886</b>	<b>19,0</b>	<b>20 408</b>	<b>22 038</b>	<b>16 100</b>	<b>80,6</b>	<b>3 881</b>	<b>19,4</b>	<b>19 981</b>	<b>21 460</b>
Administrative and Foreign Service	Full-time												
	• Indeterminate	34 444	72,9	12 827	27,1	47 271	49 153	34 967	72,5	13 238	27,5	48 205	50 086
	• Seasonal	28	87,5	4	12,5	32	33	11	91,7	1	8,3	12	17
	• Specified term	531	68,3	246	31,7	777	918	618	71,4	248	28,6	866	1 163
	Total	35 003	72,8	13 077	27,2	48 080	50 104	35 596	72,5	13 487	27,5	49 083	51 266
	Part-time												
	• Indeterminate	102	73,9	36	26,1	138	146	122	69,3	54	30,7	176	193
	• Seasonal	14	100,0	0	0,0	14	15	45	83,3	9	16,7	54	60
	• Specified term	11	61,1	7	38,9	18	22	13	100,0	0	0	13	19
	Total	127	74,7	43	25,3	170	183	180	74,1	63	25,9	243	272
	<b>Total</b>	<b>35 130</b>	<b>72,8</b>	<b>13 120</b>	<b>27,2</b>	<b>48 250</b>	<b>50 287</b>	<b>35 776</b>	<b>72,5</b>	<b>13 550</b>	<b>27,5</b>	<b>49,326</b>	<b>51 539</b>
Technical	Full-time												
	• Indeterminate	19 466	81,5	4 418	18,5	23 884	24 619	19 263	81,1	4 480	18,9	23 743	24 570
	• Seasonal	228	93,8	15	6,2	243	262	245	91,8	22	8,2	267	291
	• Specified term	554	80,9	131	19,1	685	825	674	80,7	161	19,3	835	1 012
	Total	20 248	81,6	4 564	18,4	24 812	25 706	20 182	81,2	4 663	18,8	24 845	25 873
	Part-time												
	• Indeterminate	11	61,1	7	38,9	18	19	10	52,6	9	47,4	19	22
	• Seasonal	0	0,0	0	0,0	0	0	1	100,0	0	0,0	1	1
	• Specified term	1	50,0	1	50,0	2	8	11	78,6	3	21,4	14	20
	Total	12	60,0	8	40,0	20	27	22	64,7	12	35,3	34	43
	<b>Total</b>	<b>20 260</b>	<b>81,6</b>	<b>4 572</b>	<b>18,4</b>	<b>24 832</b>	<b>25 733</b>	<b>20 206</b>	<b>81,2</b>	<b>4 675</b>	<b>18,8</b>	<b>24 881</b>	<b>25 916</b>

Table 15 cont'd

Occupational category	Type of employment	1979						1980					
		Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglo- phones and Franco- phones	Total <sup>b</sup>	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglo- phones and Franco- phones	Total <sup>b</sup>
		No.	%	No.	%			No.	%	No.	%		
Total officer categories)	Full-time												
	• Indeterminate	70 869	77,0	21 206	23,0	92 075	96 239	70 733	76,5	21 682	23,5	92 415	96 459
	• Seasonal	264	92,6	21	7,4	285	306	264	91,3	25	8,7	289	319
	• Specified term	1 428	74,3	494	25,7	1 922	2 349	1 646	75,4	537	24,6	2 183	2 891
	Total	72 561	77,0	21 721	23,0	94 282	98 894	72 643	76,6	22 244	23,4	94 887	99 669
	Part-time												
	• Indeterminate	234	79,1	62	20,9	296	345	269	75,1	89	24,9	358	393
	• Seasonal	14	100,0	0	0,0	14	15	46	83,6	9	16,4	55	61
	• Specified term	21	60,0	14	40,0	35	53	34	87,2	5	12,8	39	61
	Total	269	78,0	76	22,0	345	413	349	77,2	103	22,8	452	515
	<b>Total</b>	<b>72 830</b>	<b>77,0</b>	<b>21 797</b>	<b>23,0</b>	<b>94 627</b>	<b>99 307</b>	<b>72 994</b>	<b>76,6</b>	<b>22 347</b>	<b>23,4</b>	<b>95 341</b>	<b>100 188</b>
Administrative support	Full-time												
	• Indeterminate	39 708	69,1	17 744	30,9	57 452	60 413	39 263	68,9	17 738	31,1	57 001	60 187
	• Seasonal	19	86,4	3	13,6	22	25	30	93,8	2	6,3	32	41
	• Specified term	3 116	66,0	1 603	34,0	4 719	6 686	3 040	62,2	1 845	37,8	4 885	7 072
	Total	42 843	68,9	19 350	31,1	62 193	67 124	42 333	68,4	19 585	31,6	61 918	67 300
	Part-time												
	• Indeterminate	227	76,9	68	23,1	295	394	311	72,7	117	27,3	428	573
	• Seasonal	0	0,0	0	0,0	0	0	3	100,0	0	0,0	3	4
	• Specified term	90	76,3	28	23,7	118	202	117	70,9	48	29,1	165	287
	Total	317	76,8	96	23,2	413	596	431	72,3	165	27,7	596	864
	<b>Total</b>	<b>43 160</b>	<b>68,9</b>	<b>19 446</b>	<b>31,1</b>	<b>62 606</b>	<b>67 720</b>	<b>42 765</b>	<b>68,4</b>	<b>19 750</b>	<b>31,6</b>	<b>62 515</b>	<b>68 169</b>
Operational	Full-time												
	• Indeterminate	57 956	72,6	21 872	27,4	79 828	83 357	59 595	72,7	22 403	27,3	81 998	85 471
	• Seasonal	669	83,2	135	16,8	804	942	788	84,1	149	15,9	937	1 053
	• Specified term	2 462	76,8	743	23,2	3 205	5 149	1 792	79,4	466	20,6	2 258	4 147
	Total	61 087	72,9	22 750	27,1	83 837	89 448	62 175	73,0	23 018	27,0	85 193	90 671
	Part-time												
	• Indeterminate	6 703	74,9	2 241	25,1	8 944	10 030	5 672	73,1	2 082	26,9	7 754	8 640
	• Seasonal	0	0,0	0	0,0	0	0	1	50,0	1	50,0	2	2
	• Specified term	62	61,4	39	38,6	101	143	58	64,4	32	35,6	90	229
	Total	6 765	74,8	2 280	25,2	9 045	10 173	5 731	73,0	2 115	27,0	7 846	8 871
	<b>Total</b>	<b>67 852</b>	<b>73,1</b>	<b>25 030</b>	<b>26,9</b>	<b>92 882</b>	<b>99 621</b>	<b>67 907</b>	<b>73,0</b>	<b>25 135</b>	<b>27,0</b>	<b>93 042</b>	<b>99 555</b>

Table 15 cont'd

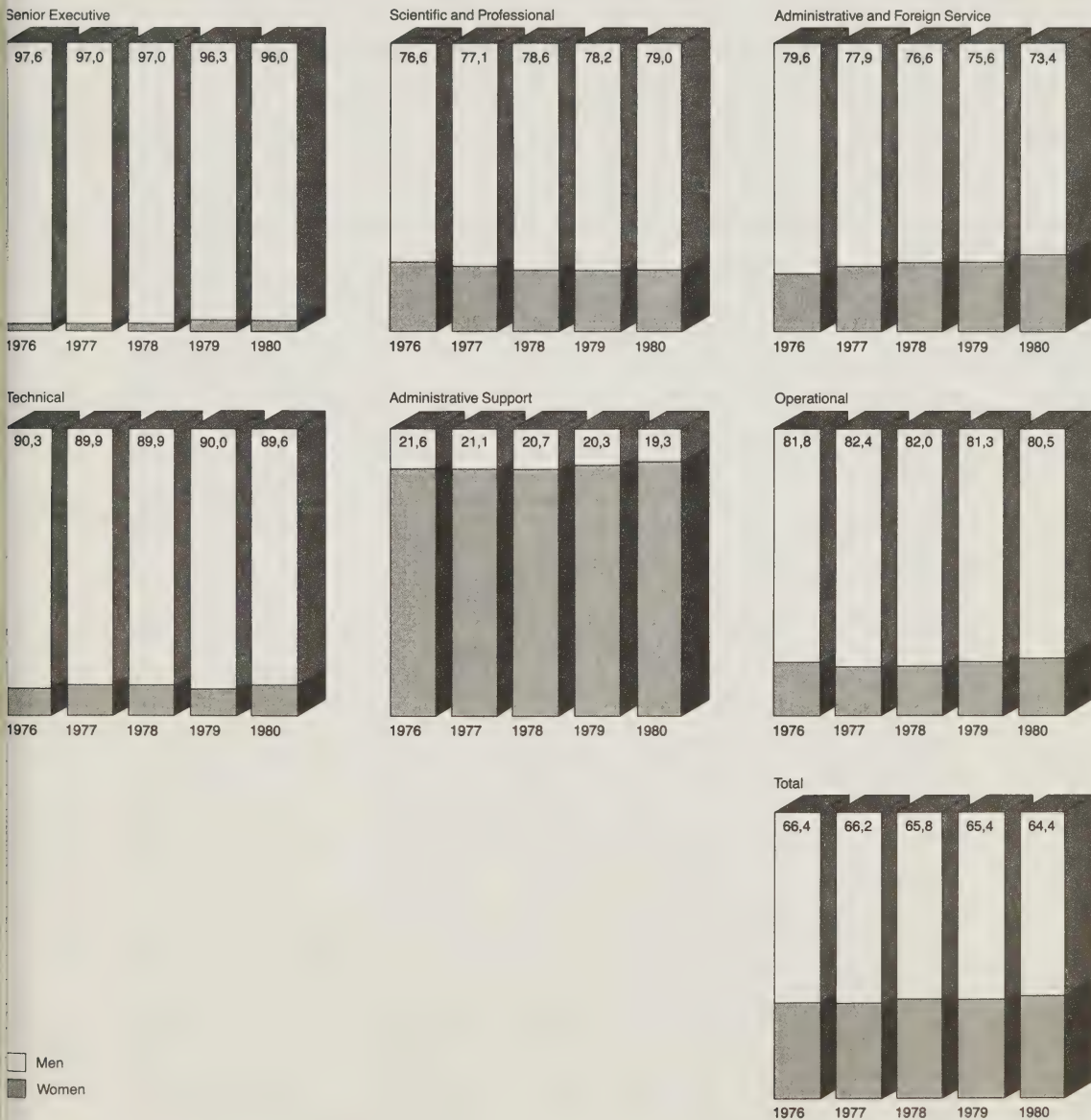
Occupational category	Type of employment	1979						1980					
		Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglo- phones and Franco- phones	Total <sup>b</sup>	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglo- phones and Franco- phones	Total <sup>b</sup>
		No.	%	No.	%			No.	%	No.	%		
All categories <sup>d</sup>	Full-time												
	• Indeterminate	168 604	73,5	60 899	26,5	229 503	240 213	169 663	73,3	61 898	26,7	231 561	242 331
	• Seasonal	952	85,7	159	14,3	1 111	1 273	1 082	86,0	176	14,0	1 258	1 413
	• Specified term	7 006	71,2	2 840	28,8	9 846	14 197	6 480	69,5	2 849	30,5	9 329	14 123
	Total	176 562	73,4	63 898	26,6	240 460	255 683	177 225	73,2	64 923	26,8	242 148	257 867
	Part-time												
	• Indeterminate	7 164	75,1	2 371	24,9	9 535	10 769	6 252	73,2	2 288	26,8	8 540	9 606
	• Seasonal	14	100,0	0	0,0	14	15	50	83,3	10	16,7	60	67
	• Specified term	173	68,1	81	31,9	254	398	209	71,1	85	28,9	294	577
	Total	7 351	75,0	2 452	25,0	9 803	11 182	6 511	73,2	2 383	26,8	8 894	10 250
	<b>Grand total</b>	<b>183 913</b>	<b>73,5</b>	<b>66 350</b>	<b>26,5</b>	<b>250 263</b>	<b>266 865</b>	<b>183 740</b>	<b>73,2</b>	<b>67 308</b>	<b>26,8</b>	<b>251 048</b>	<b>268 139</b>

<sup>a</sup>First official language of employee.<sup>b</sup>Includes 16 602 employees in 1979 and 17 091 in 1980 whose first official language was not specified.<sup>c</sup>Excluded from the grand total are 90 SXs in 1979 and 39 in 1980. See Explanatory Notes.<sup>d</sup>Includes 217 employees in 1979 and 227 in 1980 of the Public Service Staff Relations Board, in addition to other employees whose positions have not been converted to one of the six occupational categories.

Source: PSC Senior Executive Information System (Senior Executive Category) and Department of Supply and Services (all other categories)



**Figure 2**  
**Occupational category and sex**  
 Public Service population by category and sex, 1976 to 1980



Note: In 1976 and 1977, the Senior Executive Category included acting SXs.  
 Source: Public Service Commission (Senior Executive Category) and Department of Supply and Services (other categories)

Table 16

**Category, group and sex**

Number and percentage of employees, by occupational category, group and sex, 1979 and 1980

Occupational category	Group	1979						1980					
		Men		Women		Total <sup>a</sup>		Men		Women		Total <sup>a</sup>	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Senior Executive <sup>b</sup>	Senior Executive (SX)	1 289	96,3	50	3,7	1 339	100,0	1 257	96,0	52	4,0	1 309	100,0
Scientific and Professional	Actuarial Science (AC)	21	95,5	1	4,5	22	100,0	21	100,0	0	0,0	21	100,0
	Agriculture (AG)	340	94,2	21	5,8	361	100,0	308	95,1	16	4,9	324	100,0
	Architecture and Town Planning (AR)	306	94,7	17	5,3	323	100,0	298	94,3	18	5,7	316	100,0
	Auditing (AU)	2 805	95,9	120	4,1	2 925	100,0	2 823	95,6	131	4,4	2 954	100,0
	Biological Sciences (BI)	766	86,6	119	13,4	885	100,0	760	85,2	132	14,8	892	100,0
	Chemistry (CH)	331	83,6	65	16,4	396	100,0	314	81,3	72	18,7	386	100,0
	Defence Scientific Service (DS)	515	95,9	22	4,1	537	100,0	534	95,0	28	5,0	562	100,0
	Dentistry (DE)	50	100,0	0	0,0	50	100,0	51	100,0	0	0,0	51	100,0
	Economics, Sociology and Statistics (ES)	1 964	85,8	324	14,2	2 288	100,0	1 868	85,5	315	14,4	2 184	100,0
	Education (ED)	1 611	50,9	1 553	49,1	3 164	100,0	1 551	51,3	1 472	48,7	3 023	100,0
	Engineering and Land Surveying (EN)	2 451	98,8	30	1,2	2 481	100,0	2 430	98,7	32	1,3	2 462	100,0
	Forestry (FO)	88	100,0	0	0,0	88	100,0	88	97,8	2	2,2	90	100,0
	Historical Research (HR)	200	74,6	68	25,4	268	100,0	199	73,4	72	26,6	271	100,0
	Home Economics (HE)	1	2,0	48	98,0	49	100,0	2	5,1	37	94,9	39	100,0
	Law (LA)	467	81,4	107	18,6	574	100,0	474	79,8	120	20,2	594	100,0
	Library Science (LS)	151	33,8	296	66,2	447	100,0	163	35,0	302	64,8	466	100,0
	Mathematics (MA)	90	75,6	29	24,4	119	100,0	91	75,2	30	24,8	121	100,0
	Medicine (MD)	281	89,8	32	10,2	313	100,0	273	88,6	35	11,4	308	100,0
	Meteorology (MT)	557	95,5	26	4,5	583	100,0	541	95,6	25	4,4	566	100,0
	Nursing (NU)	99	5,7	1 627	94,3	1 726	100,0	92	6,4	1 356	93,6	1 448	100,0
	Occupational and Physical Therapy (OP)	3	5,8	49	94,2	52	100,0	3	9,7	28	90,3	31	100,0
	Pharmacy (PH)	54	77,1	16	22,9	70	100,0	46	78,0	13	22,0	59	100,0
	Physical Sciences (PC)	567	90,7	58	9,3	625	100,0	563	89,2	68	10,8	631	100,0
	Psychology (PS)	74	81,3	17	18,7	91	100,0	71	77,2	21	22,8	92	100,0
	Scientific Regulation (SG)	449	92,6	36	7,4	485	100,0	440	91,7	40	8,3	480	100,0
	Scientific Research (SE)	2 074	97,4	55	2,6	2 129	100,0	2 059	97,3	58	2,7	2 117	100,0
	Social Work (SW)	130	77,8	37	22,2	167	100,0	120	76,9	36	23,1	156	100,0
	University Teaching (UT)	222	96,9	7	3,1	229	100,0	231	97,1	7	2,9	238	100,0
	Veterinary Science (VS)	556	94,1	35	5,9	591	100,0	538	93,1	40	6,9	578	100,0
<b>Total</b>		<b>17 223</b>	<b>78,2</b>	<b>4 815</b>	<b>21,8</b>	<b>22 038</b>	<b>100,0</b>	<b>16 952</b>	<b>79,0</b>	<b>4 506</b>	<b>21,0</b>	<b>21 460</b>	<b>100,0</b>

Table 16 cont'd

Occupational Category	Group	1979						1980					
		Men		Women		Total <sup>a</sup>		Men		Women		Total <sup>a</sup>	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Administrative and Foreign Service	Administrative Services (AS)	6 123	69,5	2 683	30,5	8 806	100,0	6 158	66,6	3 091	33,4	9 249	100,0
	Administrative Trainee (AT)	103	59,9	69	40,1	172	100,0	78	57,4	58	42,6	136	100,0
	Commerce (CO)	1 575	94,2	97	5,8	1 672	100,0	1 611	93,2	117	6,8	1 728	100,0
	Computer Systems Administration (CS)	1 817	82,9	376	17,1	2 193	100,0	1 819	80,9	430	19,1	2 249	100,0
	Financial Administration (FI)	1 970	81,5	448	18,5	2 418	100,0	2 083	79,9	524	20,1	2 607	100,0
	Foreign Service (FS)	1 138	92,4	92	7,5	1 232	100,0	1 124	91,5	104	8,5	1 228	100,0
	Information Services (IS)	612	62,8	362	37,2	974	100,0	616	61,3	389	38,7	1 005	100,0
	Organization and Methods (OM)	698	87,3	102	12,8	800	100,0	697	86,3	111	13,7	808	100,0
	Personnel Administration (PE)	1 998	68,3	926	31,7	2 924	100,0	1 953	65,6	1 024	34,4	2 977	100,0
	Postal Management (PL)	495	99,2	4	0,8	499	100,0	496	98,4	8	1,6	504	100,0
	Program Administration (PM)	18 095	75,6	5 841	24,4	23 936	100,0	17 869	73,2	6 543	26,8	24 412	100,0
	Purchasing and Supply (PG)	1 428	84,0	271	16,0	1 699	100,0	1 441	82,8	299	17,2	1 740	100,0
	Translation (TR)	624	49,8	628	50,2	1 252	100,0	600	50,5	588	49,5	1 188	100,0
	Welfare Programs (WP)	1 341	78,4	369	21,6	1 710	100,0	1 301	76,2	407	23,8	1 708	100,0
	<b>Total</b>	<b>38 017</b>	<b>75,6</b>	<b>12 268</b>	<b>24,4</b>	<b>50 287</b>	<b>100,0</b>	<b>37 846</b>	<b>73,4</b>	<b>13 693</b>	<b>26,6</b>	<b>51 539</b>	<b>100,0</b>
Technical	Air Traffic Control (AI)	2 155	98,2	40	1,8	2 195	100,0	2 169	97,7	50	2,3	2 219	100,0
	Aircraft Operations (AO)	439	98,9	5	1,1	444	100,0	451	99,1	4	0,9	455	100,0
	Drafting and Illustration (DD)	1 590	89,3	191	10,7	1 781	100,0	1 599	88,5	208	11,5	1 807	100,0
	Educational Support (EU)	24	22,6	82	77,4	106	100,0	20	22,7	68	77,3	88	100,0
	Electronics (EL)	3 048	99,4	18	0,6	3 066	100,0	3 003	99,5	16	0,5	3 019	100,0
	Engineering and Scientific Support (EG)	6 415	86,3	1 017	13,7	7 432	100,0	6 442	86,3	1 022	13,7	7 466	100,0
	General Technical (GT)	1 963	90,2	214	9,8	2 177	100,0	2 077	89,7	239	10,3	2 316	100,0
	Photography (PY)	160	92,0	14	8,0	174	100,0	144	91,7	13	8,3	157	100,0
	Primary Products Inspection (PI)	2 601	95,9	110	4,1	2 711	100,0	2 565	94,8	140	5,2	2 705	100,0
	Radio Operations (RO)	1 113	97,1	33	2,9	1 146	100,0	1 112	96,4	42	3,6	1 154	100,0
	Ships' Officers (SO)	1 365	97,8	30	2,2	1 395	100,0	1 366	96,9	44	3,1	1 410	100,0
	Social Science Support (SI)	1 047	56,8	797	43,2	1 844	100,0	1 013	55,2	821	44,8	1 834	100,0
	Technical Inspection (TI)	1 249	99,0	13	1,0	1 262	100,0	1 271	98,7	17	1,3	1 288	100,0
	<b>Total</b>	<b>23 169</b>	<b>90,0</b>	<b>2 564</b>	<b>10,0</b>	<b>25 733</b>	<b>100,0</b>	<b>23 232</b>	<b>89,6</b>	<b>2 684</b>	<b>10,4</b>	<b>25 918</b>	<b>100,0</b>
Administrative Support	Clerical and Regulatory (CR)	11 968	24,3	37 316	75,7	49 285	100,0	11 500	23,1	38 181	76,8	49 684	100,0
	Communications (CM)	492	58,9	343	41,1	835	100,0	473	59,0	329	41,0	802	100,0
	Data Processing (DA)	864	29,4	2 071	70,6	2 935	100,0	830	27,4	2 198	72,6	3 028	100,0
	Office Equipment Operation (OE)	218	45,6	260	54,4	478	100,0	225	48,3	241	51,7	466	100,0
	Secretarial, Steno-graphic, Typing (ST)	220	1,6	13 965	98,4	14 187	100,0	142	1,0	14 047	99,0	14 189	100,0
	<b>Total</b>	<b>13 762</b>	<b>20,3</b>	<b>53 955</b>	<b>79,7</b>	<b>67 720</b>	<b>100,0</b>	<b>13 170</b>	<b>19,3</b>	<b>54 996</b>	<b>80,7</b>	<b>68 169</b>	<b>100,0</b>

Table 16 cont'd

Occupational category	Group	1979						1980					
		Men		Women		Total <sup>a</sup>		Men		Women		Total <sup>a</sup>	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Operational	Correction (CX)	4 287	98,1	81	1,9	4 368	100,0	4 322	97,4	115	2,6	4 437	100,0
	Firefighters (FR)	1 448	99,7	4	0,3	1 452	100,0	1 447	99,9	2	0,1	1 449	100,0
	General Labour and Trades (GL)	17 847	99,0	184	1,0	18 031	100,0	17 759	98,7	234	1,3	17 994	100,0
	General Services (GS)	8 951	73,8	3 170	26,2	12 121	100,0	8 700	72,8	3 250	27,2	11 950	100,0
	Heat, Power and Stationary Plant Operation (HP)	2 608	99,7	7	0,3	2 615	100,0	2 488	99,8	5	0,2	2 493	100,0
	Hospital Services (HS)	1 145	43,9	1 462	56,1	2 607	100,0	942	44,6	1 172	55,4	2 114	100,0
	Lightkeepers (LI)	443	99,3	3	0,7	446	100,0	425	99,1	4	0,9	429	100,0
	Postal Operations (PO)	37 067	78,9	9 884	21,1	46 951	100,0	36 982	77,7	10 630	22,3	47 612	100,0
	Postal Revenue Subgroup B (RV)	1 504	30,5	3 429	69,5	4 933	100,0	1 459	29,0	3 564	71,0	5 023	100,0
	Printing Operations (PR)	814	65,8	423	34,2	1 237	100,0	791	64,6	434	35,4	1 225	100,0
	Ship Repair (SR)	2 675	99,9	4	0,1	2 679	100,0	2 620	99,7	7	0,3	2 627	100,0
	Ships' Crews (SC)	2 158	98,9	23	1,1	2 181	100,0	2 168	98,5	34	1,5	2 202	100,0
	<b>Total</b>	<b>80 947</b>	<b>81,3</b>	<b>18 674</b>	<b>18,7</b>	<b>99 621</b>	<b>100,0</b>	<b>80 103</b>	<b>80,5</b>	<b>19 451</b>	<b>19,5</b>	<b>99 555</b>	<b>100,0</b>
	<b>Grand total<sup>c</sup></b>	<b>174 435</b>	<b>65,4</b>	<b>92 425</b>	<b>34,6</b>	<b>266 865</b>	<b>100,0</b>	<b>172 644</b>	<b>64,4</b>	<b>95 487</b>	<b>35,6</b>	<b>268 139</b>	<b>100,0</b>

<sup>a</sup>Includes 5 employees in 1979 and 8 in 1980 whose sex was not specified on pay documents.

<sup>b</sup>Excluded from the grand total are 90 SXs in 1979 and 38 in 1980. See Explanatory Notes.

<sup>c</sup>Includes 217 employees in 1979 and 227 in 1980 of the Public Service Staff Relations Board, in addition to other employees whose positions have not been converted to one of the six occupational categories.

Source: PSC Senior Executive Information System (Senior Executive Category) and Department of Supply and Services (all other categories)



Table 17

**Category, group and language group**

Number and percentage of employees, by occupational category, group and language group, 1979 and 1980

		1979						1980					
Occupational category	Group	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglo- phones and Franco- phones	Total <sup>b</sup>	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglo- phones and Franco- phones	Total <sup>b</sup>
		No.	%	No.	%			No.	%	No.	%		
Senior Executive <sup>c</sup>	Senior Executive (SX)	1 054	78,7	285	21,3	1 339	1 339	1 028	78,5	281	21,5	1 309	1 309
Scientific and Professional	Actuarial Science (AC)	12	54,5	10	45,5	22	22	12	57,1	9	42,9	21	21
	Agriculture (AG)	292	82,3	63	17,7	355	361	261	82,6	55	17,4	316	324
	Architecture and Town Planning (AR)	261	85,6	44	14,4	305	323	248	84,6	45	15,4	293	316
	Auditing (AU)	2 195	75,5	712	24,5	2 907	2 925	2 210	75,7	710	24,3	2 920	2 954
	Biological Sciences (BI)	777	89,3	93	10,7	870	885	781	89,5	92	10,5	873	892
	Chemistry (CH)	349	89,0	43	11,0	392	396	338	88,5	44	11,5	382	386
	Defence Scientific Service (DS)	433	82,6	91	17,4	524	537	450	82,6	95	17,4	545	562
	Dentistry (DE)	37	88,1	5	11,9	42	50	37	84,1	7	15,9	44	51
	Economics, Sociology and Statistics (ES)	1 864	86,3	296	13,7	2 160	2 288	1 752	85,7	292	14,3	2 044	2 184
	Education (ED)	1 488	56,5	1 145	43,5	2 633	3 164	1 403	57,7	1 030	42,3	2 433	3 023
	Engineering and Land Surveying (EN)	2 100	89,2	253	10,8	2 353	2 481	2 042	88,2	274	11,8	2 316	2 462
	Forestry (FO)	74	88,1	10	11,9	84	88	73	83,0	15	17,0	88	90
	Historical Research (HR)	180	71,4	72	28,6	252	268	192	72,2	74	27,8	266	271
	Home Economics (HE)	36	87,8	5	12,2	41	49	30	85,7	5	14,3	35	39
	Law (LA)	396	75,0	132	25,0	528	574	409	74,9	137	25,1	546	594
	Library Science (LS)	354	82,5	75	17,5	429	447	345	79,7	88	20,3	433	466
	Mathematics (MA)	102	87,9	14	12,1	116	119	100	85,5	17	14,5	117	121
	Medicine (MD)	243	83,5	48	16,5	291	313	238	82,9	49	17,1	287	308
	Meteorology (MT)	501	87,3	73	12,7	574	583	483	86,1	78	13,9	561	566
	Nursing (NU)	1 081	87,2	159	12,8	1 240	1 726	990	82,8	206	17,2	1 196	1 448
	Occupational and Physical Therapy (OP)	38	95,0	2	5,0	40	52	27	93,1	2	6,9	29	31
	Pharmacy (PH)	50	76,9	15	23,1	65	70	42	72,4	16	27,6	58	59
	Physical Sciences (PC)	574	94,4	34	5,6	608	625	580	94,3	35	5,7	615	631
	Psychology (PS)	61	69,3	27	30,7	88	91	63	69,2	28	30,8	91	92
	Scientific Regulation (SG)	385	79,9	97	20,1	482	485	377	80,7	90	19,3	467	480
	Scientific Research (SE)	1 973	94,2	121	5,8	2 094	2 129	1 963	94,1	122	5,9	2 085	2 117
	Social Work (SW)	112	79,4	29	20,6	141	167	114	81,4	26	18,6	140	156
	University Teaching (UT)	137	65,6	72	34,4	209	229	143	64,1	80	35,9	223	238
	Veterinary Science (VS)	417	74,1	146	25,9	563	591	397	71,3	160	28,7	557	578
<b>Total</b>		<b>16 522</b>	<b>81,0</b>	<b>3 886</b>	<b>19,0</b>	<b>20 408</b>	<b>22 038</b>	<b>16 100</b>	<b>80,6</b>	<b>3 881</b>	<b>19,4</b>	<b>19 981</b>	<b>21 460</b>

Table 17 cont'd

Occupational category	Group	1979						1980					
		Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglo- phones and Franco- phones	Total <sup>b</sup>	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglo- phones and Franco- phones	Total <sup>b</sup>
		No.	%	No.	%			No.	%	No.	%		
Administrative and Foreign Service	Administrative Services (AS)	5 933	70,4	2 490	29,6	8 423	8 806	6 190	70,0	2 658	30,0	8 848	9 249
	Administrative Trainee (AT)	117	72,2	45	27,8	162	172	97	78,2	27	21,8	124	136
	Commerce (CO)	1 350	85,1	237	14,9	1 587	1 672	1 373	83,8	266	16,2	1 639	1 728
	Computer Systems Administration (CS)	1 742	81,1	405	18,9	2 147	2 193	1 751	80,1	435	19,9	2 186	2 249
	Financial Administration (FI)	1 772	77,0	528	23,0	2 300	2 418	1 876	76,5	575	23,5	2 451	2 607
	Foreign Service (FS)	912	77,7	261	22,3	1 173	1 232	918	77,7	264	22,3	1 182	1 228
	Information Services (IS)	648	68,8	294	31,2	942	974	642	67,9	303	32,1	945	1 005
	Organization and Methods (OM)	624	81,8	139	18,2	763	800	629	81,6	142	18,4	771	808
	Personnel Administration (PE)	1 879	68,4	868	31,6	2 747	2 924	1 852	66,8	921	33,2	2 773	2 977
	Postal Management (PL)	331	70,0	142	30,0	473	499	354	73,0	131	27,0	485	504
	Program Administration (PM)	17 113	74,1	5 969	25,9	23 082	23 936	17 394	74,1	6 079	25,9	23 473	24 412
	Purchasing and Supply (PG)	1 348	81,1	314	18,9	1 662	1 699	1 361	80,1	338	19,9	1 699	1 740
	Translation (TR)	189	15,5	1 031	84,5	1 220	1 252	169	14,3	1 012	85,7	1 181	1 188
	Welfare Programs (WP)	1 172	74,7	397	25,3	1 569	1 710	1 170	74,6	399	25,4	1 569	1 708
	<b>Total</b>	<b>35 130</b>	<b>72,8</b>	<b>13 120</b>	<b>27,2</b>	<b>48 250</b>	<b>50 287</b>	<b>35 776</b>	<b>72,5</b>	<b>13 550</b>	<b>27,5</b>	<b>49 326</b>	<b>51 539</b>
Technical	Air Traffic Control (AI)	1 907	88,6	245	11,4	2 152	2 195	1 884	87,7	264	12,3	2 148	2 219
	Aircraft Operations (AO)	369	85,8	61	14,2	430	444	365	84,9	65	15,1	430	455
	Drafting and Illustration (DD)	1 363	79,2	358	20,8	1 721	1 781	1 366	78,7	370	21,3	1 736	1 807
	Educational Support (EU)	66	77,6	19	22,4	85	106	51	79,7	13	20,3	64	88
	Electronics (EL)	2 407	80,7	574	19,3	2 981	3 066	2 380	80,9	561	19,1	2 941	3 019
	Engineering and Scientific Support (EG)	6 017	83,7	1 175	16,3	7 192	7 432	6 009	83,5	1 184	16,5	7 193	7 466
	General Technical (GT)	1 723	82,3	370	17,7	2 093	2 177	1 845	82,4	395	17,6	2 240	2 316
	Photography (PY)	134	78,8	36	21,2	170	174	123	79,9	31	20,1	154	157
	Primary Products Inspection (PI)	2 007	77,4	587	22,6	2 594	2 711	1 974	76,0	623	24,0	2 597	2 705
	Radio Operation (RO)	942	86,7	145	13,3	1 087	1 146	910	86,3	144	13,7	1 054	1 154
	Ships' Officers (SO)	1 070	82,4	229	17,6	1 299	1 395	1 062	82,1	232	17,9	1 294	1 410
	Social Science Support (SI)	1 274	70,8	525	29,2	1 799	1 844	1 254	70,6	523	29,4	1 777	1 834
	Technical Inspection (TI)	981	79,8	248	20,2	1 229	1 262	983	78,5	270	21,5	1 253	1 288
	<b>Total</b>	<b>20 260</b>	<b>81,6</b>	<b>4 572</b>	<b>18,4</b>	<b>24 832</b>	<b>25 733</b>	<b>20 206</b>	<b>81,2</b>	<b>4 675</b>	<b>18,8</b>	<b>24 881</b>	<b>25 918</b>
Administrative Support	Clerical and Regulatory (CR)	31 493	69,1	14 090	30,9	45 583	49 285	31 225	68,7	14 256	31,3	45 481	49 684
	Communications (CM)	648	79,9	163	20,1	811	835	613	78,9	164	21,1	777	802
	Data Processing (DA)	1 843	69,5	808	30,5	2 651	2 935	1 888	68,5	870	31,5	2 758	3 028
	Office Equipment Operation (OE)	294	67,6	141	32,4	435	478	279	65,5	147	34,5	426	466
	Secretarial, Stenographic, Typing (ST)	8 882	67,7	4 244	32,3	13 126	14 187	8 760	67,0	4 313	33,0	13 073	14 189
	<b>Total</b>	<b>43 160</b>	<b>68,9</b>	<b>19 446</b>	<b>31,1</b>	<b>62 606</b>	<b>67 720</b>	<b>42 765</b>	<b>68,4</b>	<b>19 750</b>	<b>31,6</b>	<b>62 515</b>	<b>68 169</b>

Table 17 cont'd

Occupational category	Group	1979						1980					
		Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglo- phones and Franco- phones	Total <sup>b</sup>	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglo- phones and Franco- phones	Total <sup>b</sup>
		No.	%	No.	%			No.	%	No.	%		
Operational	Correction (CX)	2 808	64,6	1 540	35,4	4 348	4 368	2 894	65,9	1 497	34,1	4 391	4 437
	Firefighters (FR)	1 205	86,3	192	13,7	1 397	1 452	1 188	85,7	199	14,3	1 387	1 449
	General Labour and Trades (GL)	12 322	76,1	3 867	23,9	16 189	18 031	12 330	75,8	3 947	24,2	16 277	17 994
	General Services (GS)	8 527	75,0	2 848	25,0	11 375	12 121	8 351	74,9	2 803	25,1	11 154	11 950
	Heat, Power and Stationary Plant Operation (HP)	1 933	77,6	559	22,4	2 492	2 615	1 835	77,5	533	22,5	2 368	2 493
	Hospital Services (HS)	1 312	63,3	760	36,7	2 072	2 607	1 105	57,2	828	42,8	1 933	2 114
	Lightkeepers (LI)	377	89,8	43	10,2	420	446	365	90,6	38	9,4	403	429
	Postal Operations (PO)	31 664	71,2	12 813	28,8	44 477	46 951	32 171	71,5	12 832	28,5	45 003	47 612
	Postal Revenue Subgroup B (RV)	3 260	70,9	1 335	29,1	4 595	4 933	3 275	70,5	1 368	29,5	4 643	5 023
	Printing Operations (PR)	483	39,3	747	60,7	1 230	1 237	473	39,1	738	60,9	1 211	1 225
	Ship Repair (SR)	2 277	98,3	39	1,7	2 316	2 679	2 229	98,5	33	1,5	2 262	2 627
	Ships' Crews (SC)	1 684	85,4	287	14,6	1 971	2 181	1 691	84,1	319	15,9	2 010	2 202
	<b>Total</b>	<b>67 852</b>	<b>73,1</b>	<b>25 030</b>	<b>26,9</b>	<b>92 882</b>	<b>99 621</b>	<b>67 907</b>	<b>73,0</b>	<b>25 135</b>	<b>27,0</b>	<b>93 042</b>	<b>99 555</b>
	<b>Grand total<sup>d</sup></b>	<b>183 913</b>	<b>73,5</b>	<b>66 350</b>	<b>26,5</b>	<b>250 263</b>	<b>266 865</b>	<b>183 740</b>	<b>73,2</b>	<b>67 308</b>	<b>26,8</b>	<b>251 048</b>	<b>268 139</b>

<sup>a</sup> First official language of employee.

<sup>b</sup> Includes 16 602 employees in 1979 and 17 091 in 1980 whose first official language was not specified.

<sup>c</sup> Excluded from the grand total are 90 SXs in 1979 and 3 in 1980. See Explanatory Notes.

<sup>d</sup> Includes 217 employees in 1979 and 227 in 1980 of the Public Service Staff Relations Board, in addition to other employees whose positions have not been converted to one of the six occupational categories.

Source: PSC Senior Executive Information System (Senior Executive Category) and Department of Supply and Services (all other categories)

Table 18

**Senior executives, acting senior executives, equivalents and sex**

Number and percentage of senior executives, by level and sex; number and percentage of acting SXs and SX equivalents, by sex, 1979 and 1980

SX levels	1979						1980					
	Men		Women		Total		Men		Women		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
SX 1	637	95,2	32	4,8	669	100,0	602	94,8	33	5,2	635	100,0
SX 2	470	97,5	12	2,5	482	100,0	463	96,9	15	3,1	478	100,0
SX 3	170	96,6	6	3,4	176	100,0	181	97,8	4	2,2	185	100,0
SX 4	12	100,0	0	0,0	12	100,0	11	100,0	0	0,0	11	100,0
<b>Total</b>	<b>1 289</b>	<b>96,3</b>	<b>50</b>	<b>3,7</b>	<b>1 339</b>	<b>100,0</b>	<b>1 257</b>	<b>96,0</b>	<b>52</b>	<b>4,0</b>	<b>1 309</b>	<b>100,0</b>
SX acting	22	91,7	2	8,3	24	100,0	31	100,0	0	0,0	31	100,0
<b>Total</b>	<b>1 311</b>	<b>96,2</b>	<b>52</b>	<b>3,8</b>	<b>1 363</b>	<b>100,0</b>	<b>1 288</b>	<b>96,1</b>	<b>52</b>	<b>3,9</b>	<b>1 340</b>	<b>100,0</b>
SX equivalents	376	96,4	13	3,3	390	100,0	380	96,9	12	3,1	392	100,0
<b>Grand total<sup>a</sup></b>	<b>1 687</b>	<b>92,2</b>	<b>65</b>	<b>3,7</b>	<b>1 753</b>	<b>100,0</b>	<b>1 668</b>	<b>96,3</b>	<b>64</b>	<b>3,7</b>	<b>1 732</b>	<b>100,0</b>

<sup>a</sup>Includes one employee in 1979 whose sex was not specified on pay documents.

Note: Data in 1979 on SX equivalents differ from those published in the *Annual Report 1979* because these have been taken from the Department of Supply and Services rather than the Public Service Commission.

Source: PSC Senior Executive Information System for SXs and Department of Supply and Services for SX equivalents.

Table 19

**Senior executives, acting senior executives, equivalents and language group**

Number and percentage of senior executives, by level and language group; number and percentage of acting SXs and SX equivalents, by language group, 1979 and 1980

SX levels	1979						1980					
	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Total		Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
SX 1	515	77,0	154	23,0	669	100,0	489	77,0	146	23,0	635	100,0
SX 2	392	81,3	90	18,7	482	100,0	387	81,0	91	19,0	478	100,0
SX 3	136	77,3	40	22,7	176	100,0	141	76,2	44	23,8	185	100,0
SX 4	11	91,7	1	8,3	12	100,0	11	100,0	0	0,0	11	100,0
<b>Total</b>	<b>1 054</b>	<b>78,7</b>	<b>285</b>	<b>21,3</b>	<b>1 339</b>	<b>100,0</b>	<b>1 028</b>	<b>78,5</b>	<b>281</b>	<b>21,5</b>	<b>1 309</b>	<b>100,0</b>
SX acting	20	83,3	4	16,7	24	100,0	20	64,5	11	35,5	31	100,0
<b>Total</b>	<b>1 074</b>	<b>78,8</b>	<b>289</b>	<b>21,2</b>	<b>1 363</b>	<b>100,0</b>	<b>1 048</b>	<b>78,2</b>	<b>292</b>	<b>21,8</b>	<b>1 340</b>	<b>100,0</b>
SX equivalents <sup>b</sup>	318	86,6	49	13,4	390	100,0	320	85,6	54	14,4	392	100,0
<b>Grand total</b>	<b>1 392</b>	<b>80,5</b>	<b>338</b>	<b>19,5</b>	<b>1 753</b>	<b>100,0</b>	<b>1 368</b>	<b>79,8</b>	<b>346</b>	<b>20,2</b>	<b>1 732</b>	<b>100,0</b>

<sup>a</sup>First official language of employee.

<sup>b</sup>Includes 23 employees in 1979 and 18 in 1980 whose language group was not specified. Percentages are calculated on the known population.

Note: Data in 1979 on SX equivalents differ from those published in the *Annual Report 1979* because these have been taken from the Department of Supply and Services rather than the Public Service Commission.

Source: PSC Senior Executive Information System for SXs and Department of Supply and Services for SX equivalents.



Table 20

**Women in the Senior Executive Category**Number and percentage of women in the Senior Executive Category<sup>a</sup>, by department, 1980

Department	Women		Total employees in category
	No.	%	
Canadian Human Rights Commission	2	100,0	2
National Museums of Canada	1	25,0	4
External Affairs	2	16,7	12
Treasury Board	12	13,9	91
Canadian Radio-television and Telecommunications Commission	1	12,5	8
Labour	2	11,1	18
Consumer and Corporate Affairs	2	8,7	23
Office of the Comptroller General	2	8,7	23
Departments with fewer than 100 employees	3	7,5	40
Indian Affairs and Northern Development	3	7,1	42
Privy Council Office	2	7,1	28
National Health and Welfare	3	5,4	56
Regional Economic Expansion	2	5,4	37
Canadian Penitentiary Service	1	5,0	20
Science and Technology	1	5,0	20
Public Service Commission	1	4,5	22
Employment and Immigration	3	3,8	79
Transport	3	3,5	85
Statistics Canada	1	3,4	29
Communications	1	3,3	30
Fisheries and Oceans	1	2,9	35
Finance	1	2,8	36
Supply and Services	1	1,4	69
Industry, Trade and Commerce	1	1,4	71
Agriculture	0	0,0	37
Canadian International Development Agency	0	0,0	32
Canadian Transport Commission	0	0,0	13
Commissioner of Official Languages	0	0,0	5
Energy, Mines and Resources	0	0,0	42
Environment	0	0,0	65
Foreign Investment Review Agency	0	0,0	7
Insurance	0	0,0	2
Justice	0	0,0	8
National Defence (Civilian)	0	0,0	23
National Energy Board	0	0,0	8
National Parole Board	0	0,0	1
National Revenue (Customs and Excise, Taxation)	0	0,0	59
Post Office	0	0,0	35
Public Archives of Canada	0	0,0	2
Public Service Staff Relations Board	0	0,0	6
Public Works	0	0,0	41
Secretary of State of Canada	0	0,0	22
Solicitor General	0	0,0	10
Veterans Affairs	0	0,0	11

<sup>a</sup>Some executives are seconded to other departments; numbers and percentages are calculated on employee's department.

Source: PSC Senior Executive Information System.

**Table 21**

**Women in senior executive equivalent groups and levels**

Number and percentage of women in senior executive equivalent groups and levels, by department, 1980

Department	Women		Total SX equivalents
	No.	%	
Veterans Affairs	1	50,0	2
National Museums of Canada	1	25,0	4
Statistics Canada	3	12,5	24
Justice	6	10,5	57
National Health and Welfare	1	2,2	46
Agriculture	0	0,0	30
Canadian Grain Commission	0	0,0	1
Canadian International Development Agency	0	0,0	1
Canadian Penitentiary Service	0	0,0	1
Canadian Pension Commission	0	0,0	3
Canadian Radio-television and Telecommunications Commission	0	0,0	2
Canadian Transport Commission	0	0,0	2
Communications	0	0,0	5
Departments with fewer than 100 employees	0	0,0	4
Employment and Immigration	0	0,0	3
Energy, Mines and Resources	0	0,0	25
Environment	0	0,0	34
External Affairs	0	0,0	60
Finance	0	0,0	1
Fisheries and Oceans	0	0,0	8
Indian Affairs and Northern Development	0	0,0	2
Industry, Trade and Commerce	0	0,0	22
National Defence (Civilian)	0	0,0	21
National Energy Board	0	0,0	5
National Revenue (Customs and Excise, Taxation)	0	0,0	5
Public Archives of Canada	0	0,0	1
Public Service Staff Relations Board	0	0,0	1
Public Works	0	0,0	10
Regional Economic Expansion	0	0,0	5
Science and Technology	0	0,0	1
Supply and Services	0	0,0	3
Transport	0	0,0	3

Source: Department of Supply and Services

Table 22

**Women in the Scientific and Professional Category**Number and percentage of women in the Scientific and Professional Category<sup>a</sup>, by department, 1980

Department	Women		Total employees in category
	No.	%	
Federal Court	1	100,0	1
Office of the Commissioner of Official Languages	1	100,0	1
Veterans' Land Administration	1	100,0	1
Veterans Affairs	425	79,0	538
Royal Canadian Mounted Police (Civilian)	7	70,0	10
National Library of Canada	106	62,4	170
Public Service Commission	446	54,7	815
National Health and Welfare	992	51,8	1 916
National Parole Board	1	50,0	2
Indian Affairs and Northern Development	873	46,5	1 877
Privy Council Office	1	33,3	3
Canadian Penitentiary Service	163	31,8	513
Secretary of State of Canada	11	31,4	35
External Affairs	10	31,3	32
National Museums of Canada	30	30,6	98
Science and Technology	3	27,3	11
Public Archives of Canada	31	27,0	115
Solicitor General	7	25,0	28
Treasury Board	9	24,3	37
Justice	111	21,3	520
Statistics Canada	137	20,8	659
Finance	39	17,9	218
National Defence (Civilian)	293	17,5	1 673
Industry, Trade and Commerce	10	16,4	61
Employment and Immigration	31	15,9	195
Departments with fewer than 100 employees	7	14,0	50
Canadian Grain Commission	3	13,6	22
Canadian Pension Commission	5	13,5	37
National Energy Board	14	10,8	130
Canadian Radio-television and Telecommunications Commission	4	10,5	38
Consumer and Corporate Affairs	23	9,4	245
Canadian Transport Commission	15	9,0	167
Environment	174	7,6	2 277
Fisheries and Oceans	70	7,6	917
Regional Economic Expansion	5	7,6	66
Agriculture	150	7,4	2 028
Supply and Services	19	7,0	272
Energy, Mines and Resources	72	6,9	1 040
Post Office	6	6,8	88
Canadian International Development Agency	4	6,3	63
Labour	3	6,3	48
Bureau of Pensions Advocates	2	5,9	34
National Revenue (Customs and Excise, Taxation)	127	4,7	2 731
Communications	14	4,4	317
Transport	30	4,3	705
Public Works	18	3,3	549
Prairie Farm Rehabilitation Administration	2	2,6	78
Canadian Human Rights Commission	0	0,0	3
Foreign Investment Review Agency	0	0,0	8
Insurance	0	0,0	17
Office of the Comptroller General of Canada	0	0,0	1

<sup>a</sup>SX equivalents belonging to this category are also shown in Table 21.

Source: Department of Supply and Services

Table 23

**Women in the Administrative and Foreign Service Category**

Number and percentage of women in the Administrative and Foreign Service Category\*, by department, 1980

Department	Women		Total employees in category
	No.	%	
Secretary of State of Canada	906	50,3	1 802
Justice	46	50,0	92
National Parole Board	36	45,6	79
Royal Canadian Mounted Police (Civilian)	85	45,0	189
Canadian Human Rights Commission	24	43,6	55
Office of the Commissioner of Official Languages	27	42,2	64
National Museums of Canada	76	41,1	185
National Library of Canada	14	40,0	35
Departments with fewer than 100 employees	69	39,4	175
Finance	39	39,4	99
National Health and Welfare	550	39,1	1 407
Public Service Commission	293	39,0	751
Privy Council Office	27	37,5	72
Canadian Pension Commission	16	37,2	43
Solicitor General	29	35,4	82
Statistics Canada	245	33,7	728
Employment and Immigration	3 507	32,4	10 824
Indian Affairs and Northern Development	533	30,6	1 744
Bureau of Pensions Advocates	14	30,4	46
Communications	116	30,4	382
Treasury Board	107	30,4	352
Energy, Mines and Resources	88	27,3	322
Consumer and Corporate Affairs	150	27,1	554
Science and Technology	16	27,1	59
Veterans Affairs	196	27,0	727
Canadian Radio-television and Telecommunications Commission	47	26,9	175
National Energy Board	18	26,9	67
Office of the Comptroller General of Canada	27	26,5	102
Canadian International Development Agency	125	25,6	488
National Revenue (Customs and Excise, Taxation)	2 832	24,8	11 405
Environment	306	24,3	1 260
Labour	83	24,3	342
Supply and Services	694	24,2	2 873
Fisheries and Oceans	126	23,2	544
Foreign Investment Review Agency	12	23,1	52
Agriculture	155	21,5	721
Canadian Transport Commission	42	20,3	207
Public Works	238	20,1	1 186
Transport	426	19,9	2 140
Public Archives of Canada	23	19,0	121
Federal Court	8	17,8	45
Canadian Penitentiary Service	289	17,7	1 635
Insurance	18	17,6	102
National Defence (Civilian)	288	17,5	1 648
Regional Economic Expansion	90	16,6	542
Canadian Grain Commission	4	16,0	25
Industry, Trade and Commerce	220	15,3	1 438
External Affairs	129	13,1	981
Post Office	276	11,1	2 480
Veterans' Land Administration	8	8,7	92

\*SX equivalents belonging to this category are also shown in Table 21.

Source: Department of Supply and Services



**Table 24**

**Women in the Technical Category**

Number and percentage of women in the Technical Category, by department, 1980

Department	Women		Total employees in category
	No.	%	
Canadian Human Rights Commission	1	100,0	1
Foreign Investment Review Agency	3	100,0	3
Privy Council Office	2	100,0	2
National Library of Canada	34	87,2	39
Science and Technology	5	83,3	6
Secretary of State of Canada	30	75,0	40
Solicitor General	3	75,0	4
Veterans Affairs	31	68,9	45
Justice	26	63,4	41
Departments with fewer than 100 employees	9	52,9	17
Labour	21	52,5	40
Finance	18	46,2	39
Treasury Board	4	44,4	9
Employment and Immigration	28	41,8	67
Statistics Canada	258	39,6	652
Regional Economic Expansion	11	39,3	28
National Health and Welfare	259	38,6	671
Royal Canadian Mounted Police (Civilian)	23	35,4	65
Public Archives of Canada	40	34,5	116
National Energy Board	10	32,3	31
Indian Affairs and Northern Development	103	29,9	345
Industry, Trade and Commerce	17	29,8	57
National Museums of Canada	74	29,1	254
Public Service Commission	28	27,7	101
Canadian Penitentiary Service	59	24,8	238
Canadian Radio-television and Telecommunications Commission	3	23,1	13
Canadian Transport Commission	9	15,0	60
Agriculture	466	13,9	3 341
Canadian International Development Agency	2	13,3	15
National Revenue (Customs and Excise, Taxation)	26	12,9	202
External Affairs	15	12,5	120
Canadian Grain Commission	46	12,2	377
Supply and Services	13	12,0	108
Energy, Mines and Resources	118	11,4	1 039
Environment	305	10,5	2 905
Fisheries and Oceans	161	8,5	1 897
Consumer and Corporate Affairs	24	4,8	498
Public Works	53	4,6	1 147
Communications	25	4,4	573
Post Office	8	4,4	181
National Defence (Civilian)	104	3,8	2 742
Transport	209	2,7	7 788
Bureau of Pensions Advocates	0	0,0	1

Source: Department of Supply and Services

Table 25

**Women in the Administrative Support Category**

Number and percentage of women in the Administrative Support Category, by department, 1980

Department	Women		Total employees in category
	No.	%	
Canadian Human Rights Commission	40	93,0	43
Royal Canadian Mounted Police (Civilian)	2 603	92,3	2 819
Justice	413	91,2	453
Foreign Investment Review Agency	37	90,2	41
Science and Technology	45	90,0	50
Secretary of State of Canada	922	89,7	1 028
Treasury Board	181	88,7	204
Industry, Trade and Commerce	688	88,4	778
National Energy Board	91	88,3	103
Office of the Comptroller General of Canada	29	87,9	33
Indian Affairs and Northern Development	1 265	87,4	1 448
Public Service Commission	646	87,4	739
Regional Economic Expansion	373	87,4	427
Communications	505	87,2	579
Finance	197	87,2	226
Prairie Farm Rehabilitation Administration	92	86,8	106
Labour	268	86,7	309
National Museums of Canada	162	86,2	188
Canadian Penitentiary Service	1 140	85,4	1 335
Agriculture	1 308	85,3	1 534
Fisheries and Oceans	752	85,3	882
National Parole Board	119	85,0	140
Office of the Commissioner of Official Languages	25	83,3	30
Canadian International Development Agency	307	82,7	371
Canadian Radio-television and Telecommunications Commission	115	82,7	139
Employment and Immigration	9 437	82,4	11 451
Consumer and Corporate Affairs	638	82,0	778
National Health and Welfare	2 776	81,8	3 394
Post Office	2 180	81,8	2 665
Canadian Pension Commission	175	81,4	215
Solicitor General	65	81,3	80
Departments with fewer than 100 employees	287	81,1	354
National Defence (Civilian)	6 702	80,5	8 327
Canadian Transport Commission	216	80,3	269
Canadian Grain Commission	99	79,8	124
National Revenue (Customs and Excise, Taxation)	7 167	79,8	8 985
Environment	1 420	79,4	1 789
Bureau of Pensions Advocates	97	77,6	125
Energy, Mines and Resources	593	77,6	764
Public Works	1 007	77,5	1 299
National Library of Canada	168	77,4	217
Veterans Affairs	853	76,5	1 115
Privy Council Office	102	75,6	135
Insurance	42	75,0	56
Transport	2 349	74,9	3 137
Statistics Canada	1 651	74,0	2 232
Veterans' Land Administration	82	73,9	111
Supply and Services	3 385	73,2	4 623
Federal Court	52	70,3	74
External Affairs	954	62,0	1 538
Public Archives of Canada	175	57,2	306

Source: Department of Supply and Services

Table 26

**Women in the Operational Category**

Number and percentage of women in the Operational Category, by department, 1980

Department	Women		Total employees in category
	No.	%	
Canadian Pension Commission	2	100,0	2
National Health and Welfare	485	54,3	893
Bureau of Pensions Advocates	1	50,0	2
National Library of Canada	1	50,0	2
Veterans' Land Administration	14	45,2	31
Veterans Affairs	496	37,9	1 309
Indian Affairs and Northern Development	208	37,5	555
Supply and Services	439	29,4	1 493
Post Office	14 223	26,2	54 390
Royal Canadian Mounted Police (Civilian)	110	25,6	429
Departments with fewer than 100 employees	13	22,0	59
National Defence (Civilian)	2 475	12,7	19 513
Employment and Immigration	10	12,5	80
Federal Court	1	12,5	8
Privy Council Office	2	12,5	16
Public Works	457	11,4	4 006
National Museums of Canada	17	7,8	219
Environment	123	7,3	1 684
National Revenue (Customs and Excise, Taxation)	17	6,9	248
Agriculture	95	6,1	1 555
Canadian Grain Commission	10	3,9	257
Fisheries and Oceans	25	3,5	714
Canadian Penitentiary Service	169	2,9	5 924
External Affairs	2	1,1	189
Transport	55	1,0	5 421
Energy, Mines and Resources	1	0,4	282
Canadian International Development Agency	0	0,0	7
Canadian Radio-television and Telecommunications Commission	0	0,0	2
Canadian Transport Commission	0	0,0	1
Communications	0	0,0	73
Consumer and Corporate Affairs	0	0,0	28
Finance	0	0,0	7
Foreign Investment Review Agency	0	0,0	1
Industry, Trade and Commerce	0	0,0	18
Justice	0	0,0	8
Labour	0	0,0	5
National Energy Board	0	0,0	2
National Parole Board	0	0,0	1
Office of the Commissioner of Official Languages	0	0,0	1
Public Archives of Canada	0	0,0	41
Public Service Commission	0	0,0	22
Regional Economic Expansion	0	0,0	3
Science and Technology	0	0,0	2
Secretary of State of Canada	0	0,0	5
Statistics Canada	0	0,0	45
Treasury Board	0	0,0	2

Source: Department of Supply and Services

Table 27

**Francophones in the Senior Executive Category**Number and percentage of francophones in the Senior Executive Category<sup>a</sup>, by department, 1980

Department	Francophones <sup>b</sup>		Total employees in category
	No.	%	
Justice	6	75,0	8
Commissioner of Official Languages	3	60,0	5
Secretary of State of Canada	12	54,5	22
Public Archives of Canada	1	50,0	2
Canadian Human Rights Commission	1	50,0	2
Public Service Commission	9	40,9	22
Canadian International Development Agency	12	37,5	32
Canadian Radio-television and Telecommunications Commission	3	37,5	8
External Affairs	4	33,3	12
Transport	28	32,9	85
Foreign Investment Review Agency	2	28,6	7
Agriculture	10	27,0	37
Regional Economic Expansion	10	27,0	37
Consumer and Corporate Affairs	6	26,1	23
Canadian Penitentiary Service	5	25,0	20
National Museums of Canada	1	25,0	4
Supply and Services	17	24,6	69
Communications	7	23,3	30
Employment and Immigration	18	22,8	79
Departments with fewer than 100 employees	9	22,5	40
Labour	4	22,2	18
Public Works	9	22,0	41
Indian Affairs and Northern Development	9	21,4	42
Post Office	7	20,0	35
National Health and Welfare	11	19,6	56
Treasury Board	17	18,7	91
Statistics Canada	5	17,2	29
National Revenue (Customs and Excise, Taxation)	10	16,9	59
Public Service Staff Relations Board	1	16,7	6
Industry, Trade and Commerce	10	14,1	71
Finance	5	13,9	36
Fisheries and Oceans	4	11,4	35
Environment	9	13,8	65
National Defence (Civilian)	3	13,0	23
Office of the Comptroller General	3	13,0	23
National Energy Board	1	12,5	8
Science and Technology	2	10,0	20
Solicitor General	1	10,0	10
Veterans Affairs	1	9,1	11
Canadian Transport Commission	1	7,7	13
Privy Council Office	2	7,1	28
Energy, Mines and Resources	2	4,8	42
Insurance	0	0,0	2
National Parole Board	0	0,0	1

<sup>a</sup>Some executives are seconded to other departments; numbers and percentages are calculated on employee's departments.

<sup>b</sup>First official language of employee.

Source: PSC Senior Executive Information System



**Table 28****Francophones in senior executive equivalent groups and levels**

Number and percentage of francophones in senior executive equivalent groups and levels, by department, 1980

Department	Francophones <sup>a</sup>		Anglophones <sup>a</sup> and Francophone	Total SX equivalents
	No.	%		
Canadian International Development Agency	1	100,0	1	1
Public Service Staff Relations Board	1	100,0	1	1
Departments with fewer than 100 employees	1	50,0	2	4
Indian Affairs and Northern Development	1	50,0	2	2
External Affairs	19	34,5	55	60
Employment and Immigration	1	33,3	3	3
Justice	15	26,8	56	57
National Museums of Canada	1	25,0	4	4
Agriculture	4	13,3	30	30
National Defence (Civilian)	2	10,0	20	21
National Health and Welfare	4	9,5	42	46
Statistics Canada	2	8,3	24	24
Environment	2	6,1	33	34
Canadian Grain Commission	0	0,0	1	1
Canadian Penitentiary Service	0	0,0	1	1
Canadian Pension Commission	0	0,0	3	3
Canadian Radio-television and Telecommunications Commission	0	0,0	2	2
Canadian Transport Commission	0	0,0	2	2
Communications	0	0,0	5	5
Energy, Mines and Resources	0	0,0	25	25
Finance	0	0,0	1	1
Fisheries and Oceans	0	0,0	8	8
Industry, Trade and Commerce	0	0,0	21	22
National Energy Board	0	0,0	5	5
National Revenue (Customs and Excise, Taxation)	0	0,0	5	5
Public Archives of Canada	0	0,0	1	1
Public Works	0	0,0	9	10
Regional Economic Expansion	0	0,0	3	5
Science and Technology	0	0,0	1	1
Supply and Services	0	0,0	3	3
Transport	0	0,0	3	3
Veterans Affairs	0	0,0	2	2

<sup>a</sup>First official language.

Source: Department of Supply and Services.

Table 29

**Francophones in the Scientific and Professional Category**Number and percentage of francophones in the Scientific and Professional Category<sup>a</sup>, by department, 1980

Department	Francophones <sup>b</sup>		Anglophones <sup>b</sup> and Francophones	Total employees in category
	No.	%		
Public Service Commission	650	80,7	805	815
Canadian International Development Agency	26	41,9	62	63
Departments with fewer than 100 employees	10	40,0	25	50
Insurance	6	35,3	17	17
Secretary of State of Canada	12	34,3	35	3
Privy Council Office	1	33,3	3	3
Regional Economic Expansion	18	32,1	56	66
Canadian Penitentiary Service	152	30,1	505	513
Treasury Board	9	30,0	30	37
Veterans Affairs	151	29,5	512	538
Public Archives of Canada	31	27,7	112	115
Supply and Services	66	24,7	267	272
Employment and Immigration	44	24,2	182	195
National Library of Canada	39	24,1	162	170
National Revenue (Customs and Excise, Taxation)	650	24,1	2 701	2 731
Justice	115	24,0	480	520
National Defence (Civilian)	369	23,5	1 568	1 673
Finance	39	19,3	202	218
Public Works	87	16,7	521	549
Agriculture	310	15,7	1 974	2 028
Labour	7	15,6	45	48
Statistics Canada	97	15,2	637	659
Canadian Radio-television and Telecommunications Commission	5	14,7	34	38
Communications	45	14,3	315	317
National Health and Welfare	232	14,0	1 652	1 916
Transport	92	14,0	657	705
Canadian Transport Commission	23	13,9	165	167
Industry, Trade and Commerce	7	13,0	54	61
Environment	280	12,5	2 237	2 277
National Museums of Canada	12	12,4	97	98
Bureau of Pensions Advocates	4	12,1	33	34
Consumer and Corporate Affairs	28	11,8	238	245
Post Office	9	10,5	86	88
External Affairs	3	10,0	30	32
Indian Affairs and Northern Development	121	9,4	1 286	1 877
Solicitor General	2	7,4	27	28
Energy, Mines and Resources	66	6,5	1 019	1 040
Canadian Pension Commission	2	5,9	34	37
Fisheries and Oceans	54	5,9	912	917
National Energy Board	7	5,7	122	130
Canadian Grain Commission	0	0,0	21	22
Canadian Human Rights Commission	0	0,0	3	3
Federal Court	0	0,0	0	1
Foreign Investment Review Agency	0	0,0	8	8
National Parole Board	0	0,0	2	2
Office of the Commissioner of Official Languages	0	0,0	1	1
Office of the Comptroller General of Canada	0	0,0	1	1
Prairie Farm Rehabilitation Administration	0	0,0	27	78
Royal Canadian Mounted Police (Civilian)	0	0,0	8	10
Science and Technology	0	0,0	11	11
Veterans' Land Administration	0	0,0	0	1

<sup>a</sup> SX equivalents belonging to this category are also shown in Table 28.<sup>b</sup> First official language of employee.

Source: Department of Supply and Services

Table 30

**Francophones in the Administrative and Foreign Service Category**Number and percentage of francophones in the Administrative and Foreign Service Category<sup>a</sup>, by department, 1980

Department	Francophones <sup>b</sup>		Anglophones <sup>b</sup> and Francophones	Total employees in category
	No.	%		
Office of the Commissioner of Official Languages	41	73,2	56	64
Secretary of State of Canada	1 247	69,8	1 787	1 802
Departments with fewer than 100 employees	68	48,6	140	175
Public Service Commission	343	47,2	727	751
Canadian International Development Agency	219	45,6	480	488
Justice	41	45,6	90	92
Canadian Radio-television and Telecommunications Commission	74	44,6	166	175
National Parole Board	33	42,9	77	79
Finance	32	34,4	93	99
Communications	121	32,1	377	382
Post Office	770	32,1	2 400	2 480
Statistics Canada	205	31,6	649	728
Privy Council Office	21	31,3	67	72
Canadian Penitentiary Service	494	30,8	1 606	1 635
Public Archives of Canada	37	30,8	120	121
Regional Economic Expansion	158	30,3	522	542
Employment and Immigration	3 075	29,9	10 274	10 824
Canadian Transport Commission	61	29,6	206	207
Science and Technology	15	27,3	55	59
Treasury Board	88	27,3	322	352
National Museums of Canada	49	27,2	180	185
Consumer and Corporate Affairs	147	26,9	547	554
External Affairs	247	26,0	950	981
Supply and Services	709	25,1	2 827	2 873
Office of the Comptroller General of Canada	24	24,2	99	102
Foreign Investment Review Agency	12	23,5	51	52
National Revenue (Customs and Excise, Taxation)	2 634	23,5	11 205	11 405
National Health and Welfare	287	22,7	1 266	1 407
Environment	273	22,4	1 220	1 260
Public Works	248	22,0	1 127	1 186
Transport	432	21,8	1 984	2 140
National Library of Canada	7	21,2	33	35
Labour	61	21,1	289	342
Solicitor General	16	21,1	76	82
Veterans Affairs	143	20,5	697	727
Agriculture	136	19,8	686	721
Royal Canadian Mounted Police (Civilian)	34	18,5	184	189
Canadian Human Rights Commission	9	18,4	49	55
National Defence (Civilian)	288	18,3	1 576	1 648
Indian Affairs and Northern Development	253	17,6	1 435	1 744
Federal Court	5	17,2	29	45
Canadian Pension Commission	7	17,1	41	43
Energy, Mines and Resources	52	16,9	307	322
Industry, Trade and Commerce	232	16,6	1 394	1 438
Insurance	15	14,7	102	102
Fisheries and Oceans	71	13,2	539	544
National Energy Board	7	10,4	67	67
Bureau of Pensions Advocates	4	8,7	46	46
Canadian Grain Commission	2	8,0	25	25
Veterans' Land Administration	3	3,7	81	92

<sup>a</sup>SX equivalents belonging to this category are also shown in Table 28.<sup>b</sup>First official language of employee.

Source: Department of Supply and Services

**Table 31****Francophones in the Technical Category**

Number and percentage of francophones in the Technical Category, by department, 1980

Department	Francophones <sup>a</sup>		Anglophones <sup>a</sup> and Francophones	Total employees in category
	No.	%		
Secretary of State of Canada	28	70,0	40	40
Public Service Commission	64	66,0	97	101
Canadian Radio-television and Telecommunications Commission	7	53,8	13	13
Canadian International Development Agency	8	53,3	15	15
Departments with fewer than 100 employees	4	50,0	8	17
Privy Council Office	1	50,0	2	2
Post Office	72	40,2	179	181
Employment and Immigration	24	38,7	62	67
Justice	15	37,5	40	41
Public Archives of Canada	40	34,8	115	116
Treasury Board	3	33,3	9	9
Regional Economic Expansion	9	32,1	28	28
Supply and Services	33	32,0	103	108
Statistics Canada	201	31,7	634	652
Finance	12	31,6	38	39
National Library of Canada	12	31,6	38	39
National Revenue (Customs and Excise, Taxation)	53	26,8	198	202
Industry, Trade and Commerce	15	26,3	57	57
Consumer and Corporate Affairs	129	26,2	493	498
Solicitor General	1	25,0	4	4
Veterans Affairs	11	25,0	44	45
Public Works	262	24,3	1 079	1 147
Canadian Penitentiary Service	54	23,8	227	238
Agriculture	687	21,3	3 220	3 341
Energy, Mines and Resources	206	20,1	1 023	1 039
National Defence (Civilian)	532	20,1	2 651	2 742
Science and Technology	1	20,0	5	6
Communications	109	19,1	571	573
External Affairs	21	18,6	113	120
National Health and Welfare	110	17,9	615	671
Transport	1 297	17,6	7 365	7 788
National Museums of Canada	43	16,9	254	254
Environment	388	13,6	2 843	2 905
National Energy Board	4	12,9	31	31
Royal Canadian Mounted Police (Civilian)	8	12,3	65	65
Indian Affairs and Northern Development	31	11,6	268	345
Canadian Transport Commission	6	10,0	60	60
Fisheries and Oceans	155	8,2	1 879	1 897
Labour	2	6,1	33	40
Canadian Grain Commission	17	4,8	357	377
Bureau of Pensions Advocates	0	0,0	1	1
Canadian Human Rights Commission	0	0,0	1	1
Foreign Investment Review Agency	0	0,0	3	3

<sup>a</sup>First official language of employee.

Source: Department of Supply and Services



Table 32

**Francophones in the Administrative Support Category**

Number and percentage of francophones in the Administrative Support Category, by department, 1980

Department	Francophones <sup>a</sup>		Anglophones <sup>a</sup> and Francophones	Total employees in category
	No.	%		
Office of the Commissioner of Official Languages	26	92,9	28	30
Secretary of State of Canada	709	70,3	1 008	1 028
Canadian Radio-television and Telecommunications Commission	86	67,2	128	139
Public Service Commission	476	66,9	712	739
Canadian International Development Agency	220	60,9	361	371
Treasury Board	111	57,5	193	204
Departments with fewer than 100 employees	156	54,0	289	354
Privy Council Office	71	53,8	132	135
Finance	110	52,1	211	226
Science and Technology	25	51,0	49	50
Canadian Human Rights Commission	16	47,1	34	43
National Library of Canada	95	45,9	207	217
Consumer and Corporate Affairs	343	45,5	754	778
Public Archives of Canada	129	43,0	300	306
National Museums of Canada	79	42,7	185	188
National Parole Board	58	41,7	139	140
Solicitor General	30	39,5	76	80
Supply and Services	1 663	37,8	4 394	4 623
Post Office	911	37,7	2 418	2 665
Regional Economic Expansion	152	37,6	404	427
Statistics Canada	762	37,0	2 058	2 232
Employment and Immigration	3 633	36,6	9 939	11 451
Federal Court	15	36,6	41	74
Canadian Transport Commission	93	35,6	261	269
Justice	145	35,5	409	453
Office of the Comptroller General of Canada	11	34,4	32	33
Communications	195	33,9	575	579
External Affairs	505	33,7	1 497	1 538
Labour	84	32,7	257	309
Canadian Penitentiary Service	407	31,1	1 308	1 335
Veterans Affairs	324	30,6	1 060	1 115
National Revenue (Customs and Excise, Taxation)	2 480	29,7	8 357	8 985
Foreign Investment Review Agency	11	28,9	38	41
Transport	768	28,2	2 720	3 137
Environment	468	27,3	1 715	1 789
National Health and Welfare	805	27,1	2 971	3 394
Public Works	316	26,1	1 212	1 299
Agriculture	348	24,4	1 428	1 534
Industry, Trade and Commerce	183	24,3	754	778
National Energy Board	24	24,0	100	103
Indian Affairs and Northern Development	254	23,1	1 099	1 448
Insurance	12	22,2	54	56
National Defence (Civilian)	1 596	20,5	7 789	8 327
Royal Canadian Mounted Police (Civilian)	518	19,5	2 661	2 819
Energy, Mines and Resources	136	18,5	737	764
Fisheries and Oceans	138	16,1	857	882
Canadian Pension Commission	28	13,5	208	215
Veterans' Land Administration	9	9,1	99	111
Canadian Grain Commission	8	7,1	113	124
Bureau of Pensions Advocates	8	6,7	119	125
Prairie Farm Rehabilitation Administration	0	0,0	24	106

<sup>a</sup>First official language of employee.

Source: Department of Supply and Services

Table 33

**Francophones in the Operational Category**

Number and percentage of francophones in the Operational Category, by department, 1980

Department	Francophones <sup>a</sup>		Anglophones <sup>a</sup> and Francophones	Total employee in category
	No.	%		
Canadian Radio-television and Telecommunications Commission	1	100,0	1	
Canadian Transport Commission	1	100,0	1	
Office of the Commissioner of Official Languages	1	100,0	1	
Secretary of State of Canada	4	80,0	5	
Industry, Trade and Commerce	12	75,0	16	1
Public Service Commission	14	70,0	20	2
Departments with fewer than 100 employees	34	63,0	54	5
Veterans Affairs	785	62,5	1 255	1 30
Supply and Services	904	61,3	1 474	1 49
Privy Council Office	9	56,3	16	1
Employment and Immigration	42	53,8	78	8
Statistics Canada	18	51,4	35	4
Canadian International Development Agency	3	50,0	6	
Science and Technology	1	50,0	2	
Treasury Board	1	50,0	2	
National Museums of Canada	101	47,0	215	21
Public Archives of Canada	19	46,3	41	4
National Revenue (Customs and Excise, Taxation)	90	36,6	246	24
Public Works	1 308	33,7	3 883	4 00
Consumer and Corporate Affairs	8	33,3	24	2
Federal Court	1	33,3	3	
Regional Economic Expansion	1	33,3	3	
Canadian Penitentiary Service	1 909	32,8	5 812	5 92
Energy, Mines and Resources	87	31,6	275	28
External Affairs	58	31,5	184	18
Post Office	14 685	28,7	51 141	54 39
Finance	2	28,6	7	
Justice	2	25,0	8	
Transport	1 141	23,1	4 950	5 42
Communications	15	20,5	73	7
Royal Canadian Mounted Police (Civilian)	85	20,3	418	42
National Defence (Civilian)	3 198	18,1	17 630	19 51
Agriculture	263	17,8	1 475	1 55
Environment	204	12,9	1 579	1 68
National Health and Welfare	73	9,7	756	89
Indian Affairs and Northern Development	26	6,7	389	55
Canadian Grain Commission	7	3,2	221	25
Fisheries and Oceans	22	3,1	700	71
Bureau of Pensions Advocates	0	0,0	2	
Canadian Pension Commission	0	0,0	1	
Foreign Investment Review Agency	0	0,0	1	
Labour	0	0,0	4	
National Energy Board	0	0,0	2	
National Library of Canada	0	0,0	2	
National Parole Board	0	0,0	1	
Veterans' Land Administration	0	0,0	30	3

<sup>a</sup>First official language of employee.

Source: Department of Supply and Services

Table 34

**Linguistic status of position, linguistic region and language group**

Number and percentage of employees, by linguistic region, linguistic status of the position and language group of employee, 1980

Linguistic region	Linguistic status of position	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglophones and Francophones	Total <sup>b</sup>
		No.	%	No.	%		
Bilingual with an English-speaking majority	Bilingual	1 693	72,4	647	27,6	2 340	2 340
	English	124 637	99,1	1 147	0,9	125 784	125 784
	French	20	20,6	77	79,4	97	97
	English or French	199	80,2	49	19,8	248	248
	<b>Total</b>	<b>126 549</b>	<b>98,5</b>	<b>1 920</b>	<b>1,5</b>	<b>128 469</b>	<b>139 200</b>
Quebec (except for NCR)	Bilingual	1 564	9,9	14 216	90,1	15 780	15 780
	English	269	86,2	43	13,8	312	312
	French	548	2,1	26 007	97,9	26 555	26 555
	English or French	128	32,7	263	67,3	391	391
	<b>Total</b>	<b>2 509</b>	<b>5,8</b>	<b>40 529</b>	<b>94,2</b>	<b>43 038</b>	<b>45 695</b>
National Capital Region	Bilingual	17 186	53,3	15 044	46,7	32 230	32 230
	English	19 843	91,9	1 759	8,1	21 602	21 602
	French	73	5,1	1 357	94,9	1 430	1 430
	English or French	7 223	64,7	3 949	35,3	11 172	11 172
	<b>Total</b>	<b>44 325</b>	<b>66,7</b>	<b>22 109</b>	<b>33,3</b>	<b>66 434</b>	<b>69 448</b>
New Brunswick, and Northern and Eastern Ontario (except for NCR)	Bilingual	1 482	51,7	1 386	48,3	2 868	2 868
	English	6 364	94,8	350	5,2	6 714	6 714
	French	39	21,9	139	78,1	178	178
	English or French	1 223	73,5	442	26,5	1 665	1 665
	<b>Total</b>	<b>9 108</b>	<b>79,7</b>	<b>2 317</b>	<b>20,3</b>	<b>11 425</b>	<b>12 057</b>
Other <sup>c</sup>	Bilingual	222	67,9	105	32,1	327	327
	English	128	97,7	3	2,3	131	131
	French	1	9,1	10	90,9	11	11
	English or French	898	74,0	315	26,0	1 213	1 213
	<b>Total</b>	<b>1 249</b>	<b>74,3</b>	<b>433</b>	<b>25,7</b>	<b>1 682</b>	<b>1 739</b>
All linguistic regions	Bilingual	22 147	41,4	31 398	58,6	53 545	53 545
	English	151 241	97,9	3 302	2,1	154 543	154 543
	French	681	2,4	27 590	97,6	28 271	28 271
	English or French	9 671	65,8	5 018	34,2	14 689	14 689
	<b>Grand total</b>	<b>183 740</b>	<b>73,2</b>	<b>67 308</b>	<b>26,8</b>	<b>251 048</b>	<b>268 139</b>

<sup>a</sup> Official language of employee.<sup>b</sup> Includes 17 091 cases for whom neither the first official

language nor the linguistic status of the position was

specified.

<sup>c</sup> Employees posted outside Canada.

Source: Department of Supply and Services

Table 35

**Linguistic status of position, category and language group**

Number and percentage of employees, by occupational category, linguistic status of the position and language group of employee, 1980

Occupational category	Linguistic status of position	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglophones and Francophones	Total
		No.	%	No.	%		
Senior Executive	Bilingual	792	76,9	238	23,1	1 030	1 030
	English	112	99,1	1	0,9	113	113
	French	0	0,0	1	100,0	1	1
	English or French	8	88,9	1	11,1	9	9
	<b>Total</b>	<b>912</b>	<b>71,8</b>	<b>241</b>	<b>19,0</b>	<b>1 153</b>	<b>1 153</b>
Scientific and Professional	Bilingual	3 725	57,6	2 743	42,4	6 468	6 468
	English	11 741	98,5	181	1,5	11 922	11 922
	French	38	4,2	870	95,8	908	908
	English or French	596	87,3	87	12,7	683	683
	<b>Total</b>	<b>16 100</b>	<b>75,0</b>	<b>3 881</b>	<b>18,1</b>	<b>19 981</b>	<b>21 961</b>
Administrative and Foreign Service	Bilingual	8 882	45,9	10 473	54,1	19 355	19 355
	English	25 601	98,4	407	1,6	26 008	26 008
	French	42	1,8	2 352	98,2	2 394	2 394
	English or French	1 251	79,7	318	20,3	1 569	1 569
	<b>Total</b>	<b>35 776</b>	<b>69,4</b>	<b>13 550</b>	<b>26,3</b>	<b>49 326</b>	<b>51 876</b>
Technical	Bilingual	1 817	38,3	2 926	61,7	4 743	4 743
	English	17 394	97,4	470	2,6	17 864	17 864
	French	41	3,7	1 064	96,3	1 105	1 105
	English or French	954	81,6	215	18,4	1 169	1 169
	<b>Total</b>	<b>20 206</b>	<b>78,0</b>	<b>4 675</b>	<b>18,0</b>	<b>24 881</b>	<b>25 556</b>
Administrative Support	Bilingual	5 675	33,8	11 111	66,2	16 786	16 786
	English	33 709	95,9	1 453	4,1	35 162	35 162
	French	128	2,2	5 611	97,8	5 739	5 739
	English or French	3 253	67,4	1 575	32,6	4 828	4 828
	<b>Total</b>	<b>42 765</b>	<b>62,7</b>	<b>19 750</b>	<b>29,0</b>	<b>62 515</b>	<b>68 265</b>
Operational	Bilingual	1 205	23,9	3 831	76,1	5 036	5 036
	English	62 662	98,8	790	1,2	63 452	63 452
	French	432	2,4	17 692	97,6	18 124	18 124
	English or French	3 608	56,1	2 822	43,9	6 430	6 430
	<b>Total</b>	<b>67 907</b>	<b>68,2</b>	<b>25 135</b>	<b>25,2</b>	<b>93 042</b>	<b>99 942</b>
All Categories <sup>c</sup>	Bilingual	22 147	41,4	31 398	58,6	53 545	53 545
	English	151 241	97,9	3 302	2,1	154 543	154 543
	French	681	2,4	27 590	97,6	28 271	28 271
	English or French	9 671	65,8	5 018	34,2	14 689	14 689
	<b>Grand total</b>	<b>183 740</b>	<b>68,5</b>	<b>67 308</b>	<b>25,1</b>	<b>251 048</b>	<b>268 048</b>

<sup>a</sup>First official language of employee.

<sup>b</sup>In 17 091 cases, neither the first official language of the employee nor the linguistic status of the position was specified.

<sup>c</sup>Includes 227 positions that have not been converted to one of the six occupational categories.

Source: Department of Supply and Services



**Linguistic status of position, category, language group and NCR**

Number and percentage of employees in the National Capital Region, by occupational category, linguistic status of the position, and language group of employee, 1980

Occupational category	Linguistic status of position	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglophones and Francophones	Total <sup>b</sup>
		No.	%	No.	%		
Executive	Bilingual	745	79,8	189	20,2	934	934
	English	17	100,0	0	0,0	17	17
	French	0	0,0	0	0,0	0	0
	English or French	3	100,0	0	0,0	3	3
	<b>Total</b>	<b>765</b>	<b>73,2</b>	<b>189</b>	<b>18,1</b>	<b>954</b>	<b>1 045</b>
Scientific and Professional	Bilingual	3 042	72,5	1 152	27,5	4 194	4 194
	English	2 911	97,7	69	2,3	2 980	2 980
	French	11	3,6	298	96,4	309	309
	English or French	535	92,1	46	7,9	581	581
	<b>Total</b>	<b>6 499</b>	<b>77,5</b>	<b>1 565</b>	<b>18,7</b>	<b>8 064</b>	<b>8 389</b>
Administrative and Foreign Service	Bilingual	6 943	57,8	5 064	42,2	12 007	12 007
	English	5 538	95,9	236	4,1	5 774	5 774
	French	12	9,7	112	90,3	124	124
	English or French	847	80,5	205	19,5	1 052	1 052
	<b>Total</b>	<b>13 340</b>	<b>67,6</b>	<b>5 617</b>	<b>28,5</b>	<b>18 957</b>	<b>19 734</b>
Technical	Bilingual	1 191	59,8	801	40,2	1 992	1 992
	English	2 763	91,2	268	8,8	3 031	3 031
	French	5	9,3	49	90,7	54	54
	English or French	842	82,7	176	17,3	1 018	1 018
	<b>Total</b>	<b>4 801</b>	<b>77,0</b>	<b>1 294</b>	<b>20,8</b>	<b>6 095</b>	<b>6 232</b>
Administrative Support	Bilingual	4 650	40,8	6 743	59,2	11 393	11 393
	English	7 559	88,1	1 020	11,9	8 579	8 579
	French	30	5,0	576	95,0	606	606
	English or French	2 696	67,7	1 289	32,3	3 985	3 985
	<b>Total</b>	<b>14 935</b>	<b>57,5</b>	<b>9 628</b>	<b>37,1</b>	<b>24 563</b>	<b>25 959</b>
Statistical	Bilingual	564	35,6	1 019	64,4	1 583	1 583
	English	1 035	86,2	166	13,8	1 201	1 201
	French	15	4,5	322	95,5	337	337
	English or French	2 299	50,7	2 233	49,3	4 532	4 532
	<b>Total</b>	<b>3 913</b>	<b>49,4</b>	<b>3 740</b>	<b>47,2</b>	<b>7 653</b>	<b>7 921</b>
Other categories <sup>c</sup>	Bilingual	17 186	53,3	15 044	46,7	32 230	32 230
	English	19 843	91,9	1 759	8,1	21 602	21 602
	French	73	5,1	1 357	94,9	1 430	1 430
	English or French	7 223	64,7	3 949	35,3	11 172	11 172
	<b>Grand total</b>	<b>44 325</b>	<b>63,8</b>	<b>22 109</b>	<b>31,8</b>	<b>66 434</b>	<b>69 448</b>

<sup>a</sup> Official language of employee.

<sup>b</sup> 4 cases, neither the first official language of the

employee nor the linguistic status of the position was

indicated.

<sup>c</sup> Includes 168 positions that have not been converted to

the six occupational categories.

<sup>d</sup> Department of Supply and Services.

Table 37

**Bilingual positions, linguistic region and required level of proficiency in the second language**

Number and percentage of bilingual positions, by linguistic region and required level of proficiency in the second language (oral expression), and by whether the second language of the incumbent is English or French, 1980

Linguistic region	Required level of proficiency	Second language			
		English		French	
		No.	%	No.	%
Unilingual with an English-speaking majority	Superior	333	14,2	151	6,5
	Intermediate	1 624	69,4	1 580	67,5
	Minimum	222	9,5	359	15,3
	Other <sup>a</sup>	161	6,9	250	10,7
	<b>Total</b>	<b>2 340</b>	<b>100,0</b>	<b>2 340</b>	<b>100,0</b>
Québec (except NCR)	Superior	347	2,2	1 613	10,2
	Intermediate	8 449	53,5	9 075	57,5
	Minimum	4 522	28,7	3 361	21,3
	Other <sup>a</sup>	2 462	15,6	1 731	11,0
	<b>Total</b>	<b>15 780</b>	<b>100,0</b>	<b>15 780</b>	<b>100,0</b>
National Capital Region	Superior	4 337	13,5	3 704	11,5
	Intermediate	20 718	64,3	19 658	61,0
	Minimum	6 078	18,9	7 532	23,4
	Other <sup>a</sup>	1 097	3,4	1 336	4,1
	<b>Total</b>	<b>32 230</b>	<b>100,0</b>	<b>32 230</b>	<b>100,0</b>
New Brunswick, and Northern and Eastern Ontario (except NCR)	Superior	287	10,0	209	7,3
	Intermediate	1 857	64,7	1 837	64,1
	Minimum	429	15,0	523	18,2
	Other <sup>a</sup>	295	10,3	299	10,4
	<b>Total</b>	<b>2 868</b>	<b>100,0</b>	<b>2 868</b>	<b>100,0</b>
Other <sup>b</sup>	Superior	43	13,1	57	17,4
	Intermediate	265	81,0	260	79,5
	Minimum	16	4,9	6	1,8
	Other <sup>a</sup>	3	0,9	4	1,2
	<b>Total</b>	<b>327</b>	<b>100,0</b>	<b>327</b>	<b>100,0</b>
All linguistic regions	Superior	5 347	10,0	5 734	10,7
	Intermediate	32 913	61,5	32 410	60,5
	Minimum	11 267	21,0	11 781	22,0
	Other <sup>a</sup>	4 018	7,5	3 620	6,8
	<b>Grand total</b>	<b>53 545</b>	<b>100,0</b>	<b>53 545</b>	<b>100,0</b>

<sup>a</sup>Positions where oral expression is not required, or where the requirement is either at the restricted level (R), or at the technical or professional level (P).

<sup>b</sup>Employees posted outside Canada.

Source: Department of Supply and Services

Table 38

**Bilingual positions, category and required level of proficiency in the second language**

Number and percentage of bilingual positions, by occupational category and required level of proficiency in the second language (oral expression), and by whether the second language of the incumbent is French or English, 1980

Occupational category	Required level of proficiency	Second language			
		English		French	
		No.	%	No.	%
Senior Executive	Superior	322	31,3	225	21,8
	Intermediate	695	67,5	785	76,2
	Minimum	8	0,8	16	1,6
	Other <sup>a</sup>	5	0,5	4	0,4
	<b>Total</b>	<b>1 030</b>	<b>100,0</b>	<b>1 030</b>	<b>100,0</b>
Scientific and Professional	Superior	1 086	16,8	877	13,6
	Intermediate	4 542	70,2	4 337	67,1
	Minimum	657	10,2	791	12,2
	Other <sup>a</sup>	183	2,8	463	7,2
	<b>Total</b>	<b>6 468</b>	<b>100,0</b>	<b>6 468</b>	<b>100,0</b>
Administrative and Foreign Service	Superior	2 849	14,7	3 365	17,4
	Intermediate	14 931	77,1	14 221	73,5
	Minimum	1 308	6,8	1 529	7,9
	Other <sup>a</sup>	267	1,4	240	1,2
	<b>Total</b>	<b>19 355</b>	<b>100,0</b>	<b>19 355</b>	<b>100,0</b>
Technical	Superior	314	6,6	420	8,9
	Intermediate	3 119	65,8	3 296	69,5
	Minimum	951	20,1	991	20,9
	Other <sup>a</sup>	359	7,6	36	0,8
	<b>Total</b>	<b>4 743</b>	<b>100,0</b>	<b>4 743</b>	<b>100,0</b>
Administrative Support	Superior	723	4,3	777	4,6
	Intermediate	9 111	54,3	9 204	54,8
	Minimum	6 372	38,0	6 490	38,7
	Other <sup>a</sup>	580	3,5	315	1,9
	<b>Total</b>	<b>16 786</b>	<b>100,0</b>	<b>16 786</b>	<b>100,0</b>
Operational	Superior	10	0,2	28	0,6
	Intermediate	454	9,0	505	10,0
	Minimum	1 951	38,7	1 944	38,6
	Other <sup>a</sup>	2 621	52,0	2 559	50,8
	<b>Total</b>	<b>5 036</b>	<b>100,0</b>	<b>5 036</b>	<b>100,0</b>
All categories <sup>b</sup>	Superior	5 347	10,0	5 734	10,7
	Intermediate	32 913	61,5	32 410	60,5
	Minimum	11 267	21,0	11 781	22,0
	Other <sup>a</sup>	4 018	7,5	3 620	6,8
	<b>Grand total</b>	<b>53 545</b>	<b>100,0</b>	<b>53 545</b>	<b>100,0</b>

<sup>a</sup>Positions where oral expression is not required, or where the requirement is either at the restricted level (R), or at the technical or professional level (P).

<sup>b</sup>Includes 127 bilingual positions that have not been converted to one of the six occupational categories.

Source: Department of Supply and Services

Table 39

**Bilingual positions, category, required level of proficiency in the second language and NCR**

Number and percentage of bilingual positions in the National Capital Region, by occupational category and required level of proficiency in the second language (oral expression), and by whether the second language of the incumbent is French or English, 1980

Occupational category	Required level of proficiency	Second language			
		English		French	
		No.	%	No.	%
Senior Executive	Superior	289	30,9	202	21,1
	Intermediate	634	67,9	712	76,1
	Minimum	8	0,9	16	1,7
	Other <sup>a</sup>	3	0,3	4	0,4
	<b>Total</b>	<b>934</b>	<b>100,0</b>	<b>934</b>	<b>100,0</b>
Scientific and Professional	Superior	876	20,9	483	11,1
	Intermediate	3 022	72,1	2 913	69,3
	Minimum	246	5,9	498	11,1
	Other <sup>a</sup>	50	1,2	300	7,1
	<b>Total</b>	<b>4 194</b>	<b>100,0</b>	<b>4 194</b>	<b>100,0</b>
Administrative and Foreign Service	Superior	2 301	19,2	2 384	19,1
	Intermediate	8 694	72,4	8 212	68,1
	Minimum	807	6,7	1 197	10,0
	Other <sup>a</sup>	205	1,7	214	1,7
	<b>Total</b>	<b>12 007</b>	<b>100,0</b>	<b>12 007</b>	<b>100,0</b>
Technical	Superior	226	11,3	116	5,7
	Intermediate	1 369	68,7	1 331	66,1
	Minimum	373	18,7	516	25,5
	Other <sup>a</sup>	24	1,2	29	1,4
	<b>Total</b>	<b>1 992</b>	<b>100,0</b>	<b>1 992</b>	<b>100,0</b>
Administrative Support	Superior	600	5,3	476	4,1
	Intermediate	6 714	58,9	6 226	54,1
	Minimum	3 826	33,6	4 464	39,1
	Other <sup>a</sup>	253	2,2	227	2,0
	<b>Total</b>	<b>11 393</b>	<b>100,0</b>	<b>11 393</b>	<b>100,0</b>
Operational	Superior	2	0,1	1	0,0
	Intermediate	224	14,2	202	12,1
	Minimum	798	50,4	821	51,1
	Other <sup>a</sup>	559	35,3	559	35,1
	<b>Total</b>	<b>1 583</b>	<b>100,0</b>	<b>1 583</b>	<b>100,0</b>
All categories <sup>b</sup>	Superior	4 337	13,5	3 704	11,1
	Intermediate	20 718	64,3	19 658	61,1
	Minimum	6 078	18,9	7 532	23,1
	Other <sup>a</sup>	1 097	3,4	1 336	4,1
	<b>Grand total</b>	<b>32 230</b>	<b>100,0</b>	<b>32 230</b>	<b>100,0</b>

<sup>a</sup>Positions where oral expression is not required, or where the requirement is either at the restricted level (R), or at the technical or professional level (P).

<sup>b</sup>Includes 127 bilingual positions that have not been converted to one of the six occupational categories.

Source: Department of Supply and Services



Table 40

**Appointments and type of employment**

Number of appointments to and within the Public Service, by type of employment, 1977 to 1980

Type of employment	1977			1978			1979			1980		
	To the Public Service	Within the Public Service	Total <sup>a</sup>	To the Public Service	Within the Public Service	Total	To the Public Service	Within the Public Service	Total	To the Public Service	Within the Public Service	Total
<b>Indeterminate</b>												
Full-time	14 322	75 091	89 416	11 444	71 027	82 471	9 416	57 988	67 404	10 893	66 635	77 528
Part-time	1 874	817	2 691	1 785	1 347	3 132	2 125	1 365	3 490	2 212	1 324	3 536
Seasonal	643	496	1 139	509	534	1 043	615	621	1 236	741	591	1 332
<b>Total<sup>b</sup></b>	<b>16 839</b>	<b>76 479</b>	<b>93 321</b>	<b>13 738</b>	<b>72 973</b>	<b>86 711</b>	<b>12 156</b>	<b>59 974</b>	<b>72 130</b>	<b>13 846</b>	<b>68 550</b>	<b>82 396</b>
<b>Specified term</b>												
Full-time	5 372	34 883	40 256	5 312	40 712	46 024	3 002	37 994	40 996	4 216	35 573	39 789
Part-time	224	1 150	1 375	175	613	788	127	771	898	191	931	1 122
Seasonal	0	0	0	0	2	2	8	17	25	3	7	10
<b>Total<sup>b</sup></b>	<b>5 597</b>	<b>36 057</b>	<b>41 656</b>	<b>5 487</b>	<b>41 335</b>	<b>46 822</b>	<b>3 137</b>	<b>38 782</b>	<b>41 919</b>	<b>4 410</b>	<b>36 511</b>	<b>40 921</b>
<b>All types of employment</b>												
Full-time	19 694	109 978	129 686	16 756	111 740	128 496	12 418	95 982	108 400	15 109	102 208	117 317
Part-time	2 099	1 970	4 070	1 960	1 960	3 920	2 252	2 136	4 388	2 403	2 255	4 658
Seasonal	643	496	1 139	509	536	1 045	623	638	1 261	744	598	1 342
<b>Grand total<sup>c</sup></b>	<b>22 437</b>	<b>112 543</b>	<b>134 996</b>	<b>19 225</b>	<b>114 309</b>	<b>133 534</b>	<b>15 293</b>	<b>98 756</b>	<b>114 049</b>	<b>18 256</b>	<b>105 061</b>	<b>123 317</b>

<sup>a</sup>Includes 16 employees in 1977 whose appointment documents do not specify to or within the Public Service.

<sup>b</sup>The sum of the totals does not agree with the grand total because, in 19 appointments in 1977 and one in 1978, type of employment (indeterminate or specified term) was not specified on appointment documents.

<sup>c</sup>Includes 101 appointments in 1977 and 73 in 1978 where type of employment (full time, part-time or seasonal) was not specified on appointment documents.

**Table 41**

**Appointments, category and appointing authority**

Number and percentage of [vertical (V) and horizontal (H)] appointments to and within the Public Service by category, type of appointment and appointing authority, 1979 and 1980

Occupational category	Type of appointment		
Senior Executive			
To the Public Service			
Within the Public Service	■ Promotions		
	■ Transfers	● Lateral	• reappointment for an additional term
			• other
		● Downward	
	■ Demotions		
Total <sup>b</sup>			
Scientific and Professional			
To the Public Service			
Within the Public Service	■ Promotions		
	■ Transfers	● Lateral	• reappointment for an additional term
			• other
		● Downward	
	■ Demotions		
Total <sup>b</sup>			

<sup>a</sup>Includes one appointment in 1980 for which the appointing authority was not specified.

<sup>b</sup>In 576 cases in 1979 and 499 in 1980, type of appointment was not specified on appointment documents.

<sup>c</sup>Includes 69 employees in 1979 and 72 in 1980 whose positions have not been converted to one of the six occupational categories.

1979						1980					
PSC authority		Departmental authority		Total		PSC authority		Departmental authority		Total <sup>a</sup>	
No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)
% (V)		% (V)		% (V)		% (V)		% (V)		% (V)	
17	100,0			17	100,0	30	100,0			30	100,0
4,1				4,1		6,2				6,2	
218	100,0			218	100,0	240	100,0			240	100,0
52,2				52,2		49,9				49,9	
0	0,0			0	0,0	0	0,0			0	0,0
0,0				0,0		0,0				0,0	
179	100,0			179	100,0	205	100,0			205	100,0
42,8				42,8		42,6				42,6	
4	100,0			4	100,0	6	100,0			6	100,0
1,0				1,0		1,2				1,2	
0	0,0			0	0,0	0	0,0			0	0,0
0,0				0,0		0,0				0,0	
118	100,0			418	100,0	481	100,0			481	100,0
100,0				100,0		100,0				100,0	
100	6,7	1 383	93,3	1 483	100,0	27	1,6	1 689	98,4	1 716	100,0
12,7		23,4		22,2		4,7		25,2		23,6	
228	10,9	1 860	89,1	2 088	100,0	240	9,1	2 395	90,9	2 635	100,0
29,0		31,5		31,2		41,7		35,7		36,2	
26	4,7	523	95,3	549	100,0	25	5,9	399	94,1	424	100,0
3,3		8,9		8,2		4,3		5,9		5,8	
401	16,7	2 002	83,3	2 403	100,0	266	11,2	2 115	88,8	2 381	100,0
51,0		33,9		35,9		46,2		31,5		32,7	
32	21,5	117	78,5	149	100,0	17	16,8	84	83,2	101	100,0
4,1		2,0		2,2		3,0		1,3		1,4	
0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0
0,0		0,0		0,0		0,0		0,0		0,0	
787	11,8	5 900	88,2	6 687	100,0	576	7,9	6 706	92,1	7 282	100,0
100,0		100,0		100,0		100,0		100,0		100,0	

Table 41 cont'd

Occupational category	Type of appointment		
Administrative and Foreign Service			
To the Public Service			
Within the Public Service	■ Promotions		
	■ Transfers	● Lateral	• reappointment for an additional term
			• other
		● Downward	
	■ Demotions		
Total <sup>b</sup>			
Technical			
To the Public Service			
Within the Public Service	■ Promotions		
	■ Transfers	● Lateral	• reappointment for an additional term
			• other
		● Downward	
	■ Demotions		
Total <sup>b</sup>			

<sup>a</sup>Includes one appointment in 1980 for which the appointing authority was not specified.

<sup>b</sup>In 576 cases in 1979 and 499 in 1980, type of appointment was not specified on appointment documents.

<sup>c</sup>Includes 69 employees in 1979 and 72 in 1980 whose positions have not been converted to one of the six occupational categories.



1979						1980					
PSC authority		Departmental authority		Total		PSC authority		Departmental authority		Total*	
No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)
% (V)		% (V)		% (V)		% (V)		% (V)		% (V)	
159	11,9	1 175	88,1	1 334	100,0	202	9,2	2 004	90,8	2 206	100,0
	4,9		7,2		6,8		6,7		10,4		9,9
919	13,2	6 022	86,8	6 941	100,0	1 326	15,1	7 442	84,9	8 768	100,0
	28,5		37,0		35,6		43,8		38,7		39,4
163	12,6	1 128	87,4	1 291	100,0	44	4,4	964	95,6	1 008	100,0
	5,0		6,9		6,6		1,5		5,0		4,5
848	19,5	7 634	80,5	9 482	100,0	1 363	13,9	8 428	86,1	9 791	100,0
	57,2		46,9		48,6		45,0		43,9		44,0
137	33,1	277	66,9	414	100,0	87	21,2	323	78,8	410	100,0
	4,2		1,7		2,1		2,9		1,7		1,8
0	0,0	2	100,0	2	100,0	0	0,0	0	0,0	0	0,0
	0,0		0,0		0,0		0,0		0,0		0,0
229	16,6	16 277	83,4	19 506	100,0	3 029	13,6	19 217	86,4	22 246	100,0
	100,0		100,0		100,0		100,0		100,0		100,0
38	3,4	1 094	96,6	1 132	100,0	13	0,9	1 497	99,1	1 510	100,0
	5,4		13,4		12,8		3,7		17,3		16,8
315	8,8	3 278	91,2	3 593	100,0	163	4,4	3 553	95,6	3 716	100,0
	45,0		40,2		40,5		45,8		41,2		41,4
25	2,1	1 169	97,9	1 194	100,0	2	0,2	939	99,8	941	100,0
	3,6		14,3		13,5		0,6		10,9		10,5
304	11,2	2 405	88,8	2 709	100,0	172	6,6	2 442	93,4	2 614	100,0
	43,4		29,5		30,6		48,3		28,3		29,1
17	8,2	191	91,8	208	100,0	6	3,4	168	96,6	174	100,0
	2,4		2,3		2,3		1,7		1,9		1,9
0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0
	0,0		0,0		0,0		0,0		0,0		0,0
700	7,9	8 162	92,1	8 862	100,0	356	4,0	8 630	96,0	8 986	100,0
	100,0		100,0		100,0		100,0		100,0		100,0

Table 41 cont'd

Occupational category	Type of appointment		
Administrative Support			
To the Public Service			
Within the Public Service	■ Promotions		
	■ Transfers	● Lateral	• reappointment for an additional term
			• other
		● Downward	
	■ Demotions		
Total <sup>b</sup>			
Operational			
To the Public Service			
Within the Public Service	■ Promotions		
	■ Transfers	● Lateral	• reappointment for an additional term
			• other
		● Downward	
	■ Demotions		
Total <sup>b</sup>			

<sup>a</sup>Includes one appointment in 1980 for which the appointing authority was not specified.

<sup>b</sup>In 576 cases in 1979 and 499 in 1980, type of appointment was not specified on appointment documents.

<sup>c</sup>Includes 69 employees in 1979 and 72 in 1980 whose positions have not been converted to one of the six occupational categories.

1979						1980					
PSC authority		Departmental authority		Total		PSC authority		Departmental authority		Total <sup>a</sup>	
No.	% (H) % (V)	No.	% (H) % (V)	No.	% (H) % (V)	No.	% (H) % (V)	No.	% (H) % (V)	No.	% (H) % (V)
21	0,6 2,1	3 705	99,4 8,1	3 726	100,0 8,0	17	0,3 1,9	5 643	99,7 11,0	5 660	100,0 10,8
254	2,5 25,3	10 028	97,5 22,0	10 282	100,0 22,1	578	4,3 65,3	12 785	95,7 24,9	13 363	100,0 25,6
283	2,2 28,2	12 835	97,8 28,2	13 118	100,0 28,2	40	0,4 4,5	11 051	99,6 21,5	11 091	100,0 21,2
438	2,4 43,6	17 792	97,6 39,1	18 230	100,0 39,2	236	1,1 26,7	20 682	98,9 40,3	20 918	100,0 40,0
6	0,7 0,6	821	99,3 1,8	827	100,0 1,8	12	1,2 1,4	949	98,8 1,8	961	100,0 1,8
1	100,0 0,1	0	0,0 0,0	1	100,0 0,0	0	0,0 0,0	1	100,0 0,0	1	100,0 0,0
004	2,2 100,0	45 491	97,8 100,0	46 495	100,0 100,0	885	1,7 100,0	51 383	98,3 100,0	52 268	100,0 100,0
21	0,3 13,3	7 544	99,7 23,7	7 565	100,0 23,6	22	0,3 9,4	7 063	99,7 22,2	7 085	100,0 22,2
37	0,9 23,4	3 893	99,1 12,2	3 930	100,0 12,3	79	1,7 33,6	4 691	98,3 14,8	4 770	100,0 14,9
10	0,2 6,3	5 885	99,8 18,5	5 895	100,0 18,4	1	0,0 0,4	4 859	100,0 15,3	4 860	100,0 15,2
87	0,7 55,1	13 242	99,3 41,6	13 329	100,0 41,6	127	0,9 54,0	13 980	99,1 44,0	14 107	100,0 44,1
3	0,3 1,9	1 108	99,7 3,5	1 111	100,0 3,5	6	0,6 2,6	1 048	99,4 3,3	1 054	100,0 3,3
0	0,0 0,0	0	0,0 0,0	0	0,0 0,0	0	0,0 0,0	1	100,0 0,0	1	100,0 0,0
158	0,5 100,0	31 854	99,5 100,0	32 012	100,0 100,0	235	0,7 100,0	31 747	99,3 100,0	31 982	100,0 100,0

Table 41 cont'd

Occupational category	Type of appointment			
All categories <sup>c</sup>				
To the Public Service				
Within the Public Service	■ Promotions			
	■ Transfers	● Lateral	• reappointment for an additional term	
				• other
		● Downward		
	■ Demotions			
Grand total				

<sup>a</sup>Includes one appointment in 1980 for which the appointing authority was not specified.

<sup>b</sup>In 576 cases in 1979 and 499 in 1980, type of appointment was not specified on appointment documents.

<sup>c</sup>Includes 69 employees in 1979 and 72 in 1980 whose positions have not been converted to one of the six occupational categories.



1979						1980					
PSC authority		Departmental authority		Total		PSC authority		Departmental authority		Total <sup>a</sup>	
No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)
% (V)		% (V)		% (V)		% (V)		% (V)		% (V)	
360	2,4	14 933	97,6	15 293	100,0	321	1,8	17 935	98,2	18 256	100,0
5,7		13,9		13,4		5,7		15,2		14,8	
996	7,4	25 081	92,6	27 077	100,0	2 635	7,9	30 867	92,1	33 503	100,0
31,5		23,3		23,7		47,2		26,2		27,2	
507	2,3	21 540	97,7	22 047	100,0	112	0,6	18 212	99,4	18 324	100,0
8,0		20,0		19,3		2,0		15,5		14,9	
263	7,0	43 077	93,0	46 340	100,0	2 375	4,7	47 652	95,3	50 027	100,0
51,5		40,0		40,6		42,5		40,5		40,6	
199	7,3	2 514	92,7	2 713	100,0	134	5,0	2 572	95,0	2 706	100,0
3,1		2,3		2,4		2,4		2,2		2,2	
1	33,3	2	66,7	3	100,0	0	0,0	2	100,0	2	100,0
0,0		0,0		0,0		0,0		0,0		0,0	
331	5,6	107 718	94,4	114 049	100,0	5 588	4,5	117 728	95,5	123 317	100,0
100,0		100,0		100,0		100,0		100,0		100,0	

**Table 42**

**Appointments, appointing authority and employee mobility**

Number and percentage [vertical (V) and horizontal (H)] of appointments within the Public Service by type of appointment, appointing authority and employee mobility, 1979 and 1980

Type of appointment	Employee mobility	
Promotion	● Departments	• between departm
		• within departm
		<b>Total<sup>b</sup></b>
	● Group	• change of grou or sub-group
		• no change of g or sub-group
		<b>Total</b>
	● Type of employment	• indeterminate t indeterminate
		• indeterminate t specified term
		• specified term indeterminate
		• specified term specified term
		<b>Total</b>

<sup>a</sup>Includes one appointment in 1980 for which the appointing authority was not specified.

<sup>b</sup>The sum of the totals does not agree with the sum of all types of appointment because, in 576 cases in 1979 and 497 in 1980, department was not specified on appointment documents.

<sup>c</sup>None of the 3 demotions in 1979 involved a "change of group or sub-group." Of the 2 demotions in 1980, only one involved this type of change.

<sup>d</sup>Includes 576 employees in 1979 and 499 in 1980 whose type of appointment was not specified on appointment documents.

1979						1980					
PSC authority		Departmental authority		Total		PSC authority		Departmental authority		Total <sup>a</sup>	
No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)
% (V)		% (V)		% (V)		% (V)		% (V)		% (V)	
230	19,9	924	80,1	1 154	100,0	236	13,4	1 522	86,6	1 758	100,0
11,5		3,7		4,3		9,0		4,9		5,2	
766	6,8	24 157	93,2	25 923	100,0	2 399	7,6	29 345	92,4	31 745	100,0
88,5		96,3		95,7		91,0		95,1		94,8	
996	7,4	25 081	92,6	27 077	100,0	2 635	7,9	30 867	92,1	33 503	100,0
100,0		100,0		100,0		100,0		100,0		100,0	
691	19,2	2 911	80,8	3 602	100,0	647	13,1	4 274	86,8	4 922	100,0
34,6		11,6		13,3		24,6		13,8		14,7	
305	5,6	22 170	94,4	23 475	100,0	1 988	7,0	26 593	93,0	28 581	100,0
65,4		88,4		86,7		75,4		86,2		85,3	
996	7,4	25 081	92,6	27 077	100,0	2 635	7,9	30 867	92,1	33 503	100,0
100,0		100,0		100,0		100,0		100,0		100,0	
890	8,1	21 527	91,9	23 417	100,0	2 502	8,7	26 296	91,3	28 799	100,0
94,7		85,8		86,5		95,0		85,2		86,0	
10	5,3	177	94,7	187	100,0	6	3,1	185	96,9	191	100,0
0,5		0,7		0,7		0,2		0,6		0,6	
36	2,1	1 640	97,9	1 676	100,0	32	1,4	2 258	98,6	2 290	100,0
1,8		6,5		6,2		1,2		7,3		6,8	
60	3,3	1 737	96,7	1 797	100,0	95	4,3	2 128	95,7	2 223	100,0
3,0		6,9		6,6		3,6		6,9		6,6	
996	7,4	25 081	92,6	27 077	100,0	2 635	7,9	30 867	92,1	33 503	100,0
100,0		100,0		100,0		100,0		100,0		100,0	

## Type of appointment

## Employee mobility

## Transfer

## ■ Lateral

## ■ Reappointment for an additional term

## ■ Other

## ● Departments

## • between departm

## • within departm

Total<sup>b</sup>

## ● Group

## • change of group or sub-group

## • no change of group or sub-group

## Total

## ● Type of employment

## • indeterminate to indeterminate

## • indeterminate to specified term

## • specified term to indeterminate

## • specified term to specified term

## Total

## ■ Downward

## ● Departments

## • between departm

## • within departm

Total<sup>b</sup>

## ● Group

## • no change of group or sub-group

## • change of group or sub-group

## Total

## ● Type of employment

## • indeterminate to indeterminate

## • indeterminate to specified term

## • specified term to indeterminate

## • specified term to specified term

## Total

\*Includes one appointment in 1980 for which the appointing authority was not specified.

<sup>b</sup>The sum of the totals does not agree with the sum of all types of appointment because, in 576 cases in 1979 and 497 in 1980, department was not specified on appointment documents.

<sup>c</sup>None of the 3 demotions in 1979 involved a "change of group or sub-group." Of the 2 demotions in 1980, only one involved this type of change.

<sup>d</sup>Includes 576 employees in 1979 and 499 in 1980 whose type of appointment was not specified on appointment documents.



1979						1980					
PSC authority		Departmental authority		Total		PSC authority		Departmental authority		Total <sup>a</sup>	
No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)
% (V)		% (V)		% (V)		% (V)		% (V)		% (V)	
507	2,3	21 540	97,7	22 047	100,0	112	0,6	18 212	99,4	18 324	100,0
100,0		100,0		100,0		100,0		100,0		100,0	
770	22,2	2 706	77,8	3 476	100,0	472	14,0	2 905	86,0	3 377	100,0
23,6		6,3		7,5		19,9		6,1		6,8	
2 493	5,8	40 371	94,2	42 864	100,0	1 903	4,1	44 747	95,9	46 650	100,0
76,4		93,7		92,5		80,1		93,9		93,2	
263	7,0	43 077	93,0	46 340	100,0	2 375	4,7	47 652	95,3	50 027	100,0
100,0		100,0		100,0		100,0		100,0		100,0	
980	13,9	6 051	86,1	7 031	100,0	1 054	11,7	7 928	88,3	8 982	100,0
30,0		14,0		15,2		44,4		16,6		18,0	
2 283	5,8	37 026	94,2	39 309	100,0	1 321	3,2	39 724	96,8	41 045	100,0
70,0		86,0		84,8		55,6		83,4		82,0	
263	7,0	43 077	93,0	46 340	100,0	2 375	4,7	47 652	95,3	50 027	100,0
100,0		100,0		100,0		100,0		100,0		100,0	
2 968	11,4	23 138	88,6	26 106	100,0	2 170	7,9	25 375	92,1	27 545	100,0
91,0		53,7		56,3		91,4		53,3		55,1	
27	6,5	388	93,5	415	100,0	19	4,7	388	95,3	407	100,0
0,8		0,9		0,9		0,8		0,8		0,8	
134	2,1	6 266	97,9	6 400	100,0	120	1,6	7 458	98,4	7 578	100,0
4,1		14,5		13,8		5,1		15,7		15,1	
134	1,0	13 285	99,0	13 419	100,0	66	0,5	14 431	99,5	14 497	100,0
4,1		30,8		29,0		2,8		30,3		29,0	
263	7,0	43 077	93,0	46 340	100,0	2 375	4,7	47 652	95,3	50 027	100,0
100,0		100,0		100,0		100,0		100,0		100,0	
104	26,9	283	73,1	387	100,0	43	14,0	264	86,0	307	100,0
52,3		11,3		14,3		32,1		10,3		11,3	
95	4,1	2 231	95,9	2 326	100,0	91	3,8	2 308	96,2	2 399	100,0
47,7		88,7		85,7		67,9		89,7		88,7	
199	7,3	2 514	92,7	2 713	100,0	134	5,0	2 572	95,0	2 706	100,0
100,0		100,0		100,0		100,0		100,0		100,0	
110	17,1	534	82,9	644	100,0	85	11,9	631	88,1	716	100,0
55,3		21,2		23,7		63,4		24,5		26,5	
89	4,3	1 980	95,7	2 069	100,0	49	2,5	1 941	97,5	1 990	100,0
44,7		78,8		76,3		36,6		75,5		73,5	
199	7,3	2 514	92,7	2 713	100,0	134	5,0	2 572	95,0	2 706	100,0
100,0		100,0		100,0		100,0		100,0		100,0	
184	9,1	1 848	90,9	2 032	100,0	127	6,5	1 838	93,5	1 965	100,0
92,5		73,5		74,9		94,8		71,5		72,6	
10	11,9	74	88,1	84	100,0	2	2,5	77	97,5	79	100,0
5,0		2,9		3,1		1,5		3,0		2,9	
1	0,5	209	99,5	210	100,0	3	1,2	247	98,8	250	100,0
0,5		8,3		7,7		2,2		9,6		9,2	
4	1,0	383	99,0	387	100,0	2	0,5	410	99,5	412	100,0
2,0		15,2		14,3		1,5		15,9		15,2	
199	7,3	2 514	92,7	2 713	100,0	134	5,0	2 572	95,0	2 706	100,0
100,0		100,0		100,0		100,0		100,0		100,0	

**Table 42 cont'd**

Type of appointment	Employee mobility	
Demotion <sup>c</sup>		
All types of appointment <sup>d</sup>	● Departments	• between depart
		• within departme
		<b>Total<sup>b</sup></b>
	● Group	• change of group or sub-group
		• no change of gr or sub-group
		<b>Total</b>
	● Type of employment	• indeterminate to indeterminate
		• indeterminate to specified term
		• specified term to indeterminate
		• specified term to specified term
		<b>Total</b>

<sup>a</sup>Includes one appointment in 1980 for which the appointing authority was not specified.

<sup>b</sup>The sum of the totals does not agree with the sum of all types of appointment because, in 576 cases in 1979 and 497 in 1980, department was not specified on appointment documents.

<sup>c</sup>None of the 3 demotions in 1979 involved a "change of group or sub-group". Of the 2 demotions in 1980, only one involved this type of change.

<sup>d</sup>Includes 576 employees in 1979 and 499 in 1980 whose type of appointment was not specified on appointment documents.

1979						1980					
PSC authority		Departmental authority		Total		PSC authority		Departmental authority		Total <sup>a</sup>	
No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)
% (V)		% (V)		% (V)		% (V)		% (V)		% (V)	
<b>1</b>	<b>33,3</b>	<b>2</b>	<b>66,7</b>	<b>3</b>	<b>100,0</b>	<b>0</b>	<b>0,0</b>	<b>2</b>	<b>100,0</b>	<b>2</b>	<b>100,0</b>
<b>100,0</b>		<b>100,0</b>		<b>100,0</b>		<b>0,0</b>		<b>100,0</b>		<b>100,0</b>	
109	21,4	4 067	78,6	5 176	100,0	753	13,4	4 866	86,6	5 619	100,0
18,6		4,4		5,2		14,3		4,9		5,3	
857	5,2	88 147	94,8	93 004	100,0	4 504	4,6	94 440	95,4	98 945	100,0
81,3		95,0		94,2		85,5		94,6		94,2	
<b>971</b>	<b>6,0</b>	<b>92 785</b>	<b>94,0</b>	<b>98 756</b>	<b>100,0</b>	<b>5 267</b>	<b>5,0</b>	<b>99 793</b>	<b>95,0</b>	<b>105 061</b>	<b>100,0</b>
<b>100,0</b>		<b>100,0</b>		<b>100,0</b>		<b>100,0</b>		<b>100,0</b>		<b>100,0</b>	
791	14,9	10 194	85,1	11 985	100,0	1 798	11,8	13 484	88,2	15 283	100,0
30,0		11,0		12,1		34,1		13,5		14,5	
180	4,8	82 591	95,2	86 771	100,0	3 469	3,9	86 309	96,1	89 778	100,0
70,0		89,0		87,9		65,9		86,5		85,5	
<b>971</b>	<b>6,0</b>	<b>92 785</b>	<b>94,0</b>	<b>98 756</b>	<b>100,0</b>	<b>5 267</b>	<b>5,0</b>	<b>99 793</b>	<b>95,0</b>	<b>105 061</b>	<b>100,0</b>
<b>100,0</b>		<b>100,0</b>		<b>100,0</b>		<b>100,0</b>		<b>100,0</b>		<b>100,0</b>	
043	9,8	46 515	90,2	51 558	100,0	4 800	8,2	53 511	91,8	58 312	100,0
84,5		50,1		52,2		91,1		53,6		55,5	
47	6,9	639	93,1	686	100,0	27	4,0	650	96,0	677	100,0
0,8		0,7		0,7		0,5		0,7		0,6	
171	2,1	8 115	97,9	8 286	100,0	155	1,5	9 963	98,5	10 118	100,0
2,9		8,7		8,4		2,9		10,0		9,6	
710	1,9	37 516	98,1	38 226	100,0	285	0,8	35 669	99,2	35 954	100,0
11,9		40,4		38,7		5,4		35,7		34,2	
<b>971</b>	<b>6,0</b>	<b>92 785</b>	<b>94,0</b>	<b>98 756</b>	<b>100,0</b>	<b>5 267</b>	<b>5,0</b>	<b>99 793</b>	<b>95,0</b>	<b>105 061</b>	<b>100,0</b>
<b>100,0</b>		<b>100,0</b>		<b>100,0</b>		<b>100,0</b>		<b>100,0</b>		<b>100,0</b>	

**Table 43**

**Appointments, employee mobility (region) and sex**

Number and percentage [vertical (V) and horizontal (H)] of appointments within the Public Service by type of appointment, geographic mobility and sex, 1979 and 1980

Type of appointment	Employee mobility (region)		
Promotion			
	● between regions	• from NCR to	
		• from regions	
		• from region to	
	● within same region	• from city to c	
		• no change	
	Total*		
Transfer			
■ Lateral	■ Reappointment for an additional term	● between regions	• from NCR to
			• from regions
			• from region to
		● within same region	• from city to cl
			• no change
	■ Other	● between regions	• from NCR to r
			• from regions t
			• from region to
		● within same region	• from city to cit
			• no change
		Total*	

<sup>a</sup>In 472 appointments in 1979 and 446 in 1980, geographic area was not specified on appointment documents.

<sup>b</sup>The 3 demotions in 1979 and 2 in 1980 occurred with no change in region.

<sup>c</sup>Includes 576 employees in 1979 and 499 in 1980 whose type of appointment was not specified on appointment documents.



1979						1980					
Men		Women		Total		Men		Women		Total	
No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)
% (V)		% (V)		% (V)		% (V)		% (V)		% (V)	
124	69,3	55	30,7	179	100,0	223	75,9	71	24,1	294	100,0
0,8		0,5		0,7		1,2		0,5		0,9	
134	90,5	14	9,5	148	100,0	189	83,6	37	16,4	226	100,0
0,9		0,1		0,5		1,1		0,2		0,7	
365	86,7	56	13,3	421	100,0	434	83,3	87	16,7	521	100,0
2,4		0,5		1,6		2,4		0,6		1,6	
852	70,4	358	29,6	1 210	100,0	1 153	70,1	492	29,9	1 645	100,0
5,6		3,0		4,5		6,4		3,2		4,9	
3 816	55,0	11 303	45,0	25 119	100,0	15 922	51,7	14 894	48,3	30 817	100,0
90,4		95,9		92,8		88,8		95,6		92,0	
291	56,5	11 786	43,5	27 077	100,0	17 921	53,5	15 581	46,5	33 503	100,0
100,0		100,0		100,0		100,0		100,0		100,0	
6	25,0	18	75,0	24	100,0	8	47,1	9	52,9	17	100,0
0,0		0,1		0,0		0,0		0,0		0,0	
7	46,7	8	53,3	15	100,0	4	30,8	9	69,2	13	100,0
0,0		0,0		0,0		0,0		0,0		0,0	
9	60,0	6	40,0	15	100,0	8	61,5	5	38,5	13	100,0
0,0		0,0		0,0		0,0		0,0		0,0	
220	59,0	153	41,0	373	100,0	209	55,9	165	44,1	374	100,0
0,6		0,4		0,5		0,6		0,5		0,5	
5 511	44,0	12 109	56,0	21 620	100,0	7 485	41,8	10 422	58,2	17 907	100,0
27,8		35,4		31,6		22,9		29,2		26,2	
474	67,5	228	32,5	702	100,0	289	58,6	204	41,4	493	100,0
1,4		0,7		1,0		0,9		0,6		0,7	
315	71,1	128	28,9	443	100,0	296	66,5	149	33,5	445	100,0
0,9		0,4		0,6		0,9		0,4		0,7	
942	71,4	377	28,6	1 319	100,0	1 013	68,2	472	31,8	1 485	100,0
2,8		1,1		1,9		3,1		1,3		2,2	
2 380	67,3	1 158	32,7	3 538	100,0	2 291	62,3	1 386	37,7	3 677	100,0
7,0		3,4		5,2		7,0		3,9		5,4	
7 322	50,4	20 016	49,6	40 338	100,0	21 070	48,0	22 857	52,0	43 927	100,0
59,4		58,5		59,0		64,5		64,1		64,3	
186	50,0	34 201	50,0	68 387	100,0	32 673	47,8	35 678	52,2	68 351	100,0
100,0		100,0		100,0		100,0		100,0		100,0	

**Table 43 cont'd**

Type of appointment	Employee mobility (region)	
■ Downward	● between regions	• from NCR to
		• from regions
		• from region
	● within same region	• from city to
		• no change
	Total <sup>a</sup>	

**Demotion<sup>b</sup>**

All types of appointment <sup>c</sup>	● between regions	• from NCR to
		• from regions
		• from region
	● within same region	• from city to
		• no change
		Grand total

<sup>a</sup>In 472 appointments in 1979 and 446 in 1980, geographic area was not specified on appointment documents.

<sup>b</sup>The 3 demotions in 1979 and 2 in 1980 occurred with no change in region.

<sup>c</sup>Includes 576 employees in 1979 and 499 in 1980 whose type of appointment was not specified on appointment documents.

1979						1980					
Men		Women		Total		Men		Women		Total	
No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)
% (V)		% (V)		% (V)		% (V)		% (V)		% (V)	
45	48,4	48	51,6	93	100,0	37	49,3	38	50,7	75	100,0
2,7		4,6		3,4		2,3		3,4		2,8	
22	55,0	18	45,0	40	100,0	18	47,4	20	52,6	38	100,0
1,3		1,7		1,5		1,1		1,8		1,4	
76	59,8	51	40,2	127	100,0	75	51,7	70	48,3	145	100,0
4,5		4,9		4,7		4,7		6,2		5,4	
176	67,2	86	32,8	262	100,0	219	68,4	101	31,6	320	100,0
10,5		8,3		9,7		13,9		9,0		11,8	
1 360	62,1	831	37,9	2 191	100,0	1 230	57,8	898	42,2	2 128	100,0
81,0		80,4		80,8		77,9		79,7		78,6	
679	61,9	1 034	38,1	2 713	100,0	1 579	58,4	1 127	41,6	2 706	100,0
100,0		100,0		100,0		100,0		100,0		100,0	
2	66,7	1	33,3	3	100,0	2	100,0	0	0,0	2	100,0
100,0		100,0		100,0		100,0		0,0		100,0	
649	65,0	349	35,0	998	100,0	557	63,4	322	36,6	879	100,0
1,3		0,7		1,0		1,1		0,6		0,8	
478	74,0	168	26,0	646	100,0	507	70,2	215	29,8	722	100,0
0,9		0,4		0,7		1,0		0,4		0,7	
1 392	74,0	490	26,0	1 882	100,0	1 530	70,7	634	29,3	2 164	100,0
2,7		1,0		1,9		2,9		1,2		2,1	
3 631	67,4	1 757	32,6	5 388	100,0	3 872	64,3	2 146	35,7	6 018	100,0
7,1		3,7		5,5		7,4		4,1		5,7	
5 044	50,4	44 326	49,6	89 370	100,0	45 728	48,2	49 103	51,8	94 832	100,0
87,6		93,6		90,5		87,3		93,2		90,3	
422	52,1	47 334	47,9	98 756	100,0	52 387	49,9	52 673	50,1	105 061	100,0
100,0		100,0		100,0		100,0		100,0		100,0	

**Table 44**

**Appointments, employee mobility (region) and language group**

Number and percentage [vertical (V) and horizontal (H)] of appointments within the Public Service, by type of appointment, employee mobility and language group, 1979 and 1980

Type of appointment		Employee mobility (region)	
Promotion			
	● between regions	• from NCR to regions	
		• from regions to NCR	
		• from region to region	
	● within same region	• from city to city	
		• no change	
Total <sup>c</sup>			
Transfer			
■ Lateral	■ Reappointment for an additional term	● between regions	• from NCR to regions
			• from regions to NCR
			• from region to region
		● within same region	• from city to city
			• no change
■ Other		● between regions	• from NCR to regions
			• from regions to NCR
			• from region to region
		● within same region	• from city to city
			• no change
Total <sup>c</sup>			

<sup>a</sup>Preferred working language of appointee.

<sup>b</sup>Includes 607 appointments in 1979 and 569 in 1980 for which the preferred working language of the appointee was not specified on appointment documents.

<sup>c</sup>In 472 appointments in 1979 and 446 in 1980, geographic area was not specified on appointment documents.

<sup>d</sup>The 3 demotions in 1979 and 2 in 1980 occurred with no change in region.

<sup>e</sup>Includes 576 employees in 1979 and 499 in 1980 whose type of appointment was not specified on appointment documents.



1979												1980											
Anglophones <sup>a</sup>				Francophones <sup>a</sup>				Total <sup>b</sup>				Anglophones <sup>a</sup>				Francophones <sup>a</sup>				Total <sup>b</sup>			
No.	% (H)			No.	% (H)			No.	% (H)			No.	% (H)			No.	% (H)			No.	% (H)		
	% (V)				% (V)				% (V)				% (V)				% (V)				% (V)		
140	78,2			38	21,2			179	100,0			240	81,6			53	18,0			294	100,0		
	0,7				0,6				0,7				1,0				0,7				0,9		
113	76,4			34	23,0			148	100,0			192	85,0			32	14,2			226	100,0		
	0,6				0,5				0,5				0,8				0,4				0,7		
391	92,9			29	6,9			421	100,0			493	94,6			27	5,2			521	100,0		
	1,9				0,4				1,6				2,0				0,3				1,6		
877	72,5			328	27,1			1 210	100,0			1 217	74,0			423	25,7			1 645	100,0		
	4,4				4,8				4,5				4,8				5,3				4,9		
586	74,0			6 344	25,3			25 119	100,0			23 072	74,9			7 518	24,4			30 817	100,0		
	92,4				93,7				92,8				91,5				93,4				92,0		
2 107	74,3			6 773	25,0			27 077	100,0			25 214	75,3			8 053	24,0			33 503	100,0		
	100,0				100,0				100,0				100,0				100,0				100,0		
20	83,3			4	16,7			24	100,0			12	70,6			5	29,4			17	100,0		
	0,0				0,0				0,0				0,0				0,0				0,0		
13	86,7			2	13,3			15	100,0			10	76,9			3	23,1			13	100,0		
	0,0				0,0				0,0				0,0				0,0				0,0		
14	93,3			1	6,7			15	100,0			13	100,0			0	0,0			13	100,0		
	0,0				0,0				0,0				0,0				0,0				0,0		
261	70,0			112	30,0			373	100,0			212	56,7			161	43,0			374	100,0		
	0,5				0,6				0,5				0,4				0,9				0,5		
609	76,8			4 856	22,5			21 620	100,0			13 814	77,1			4 029	22,5			17 907	100,0		
	33,7				26,0				31,6				28,0				21,6				26,2		
500	71,2			196	27,9			702	100,0			363	73,6			125	25,4			493	100,0		
	1,0				1,0				1,0				0,7				0,7				0,7		
331	74,7			107	24,2			443	100,0			330	74,2			108	24,3			445	100,0		
	0,7				0,6				0,6				0,7				0,6				0,7		
1 236	93,7			81	6,1			1 319	100,0			1 391	93,7			92	6,2			1 485	100,0		
	2,5				0,4				1,9				2,8				0,5				2,2		
2 651	74,9			885	25,0			3 538	100,0			2 733	74,3			940	25,6			3 677	100,0		
	5,4				4,7				5,2				5,5				5,0				5,4		
7 667	68,6			12 447	30,9			40 338	100,0			30 477	69,4			13 215	30,1			43 927	100,0		
	56,1				66,6				59,0				61,8				70,8				64,3		
302	72,1			18 691	27,3			68 387	100,0			49 355	72,2			18 678	27,3			68 351	100,0		
	100,0				100,0				100,0				100,0				100,0				100,0		

**Table 44 cont'd**

Type of appointment	Employee mobility (region)	
■ Downward	● between regions	• from NCR to regions
		• from regions to NCR
		• from region to region
	● within the same region	• from city to city
		• no change
Total <sup>c</sup>		
Demotion <sup>d</sup>		
All types of appointment*	● between regions	• from NCR to regions
		• from regions to NCR
		• from region to region
	● within same region	• from city to city
		• no change
Grand total		

<sup>a</sup>Preferred working language of appointee.

<sup>b</sup>Includes 607 appointments in 1979 and 569 in 1980 for which the preferred working language of the appointee was not specified on appointment documents.

<sup>c</sup>In 472 appointments in 1979 and 446 in 1980, geographic area was not specified on appointment documents.

<sup>d</sup>The 3 demotions in 1979 and 2 in 1980 occurred with no change in region.

<sup>e</sup>Includes 576 employees in 1979 and 499 in 1980 whose type of appointment was not specified on appointment documents.

1979						1980					
Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Total <sup>b</sup>		Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Total <sup>b</sup>	
No,	% (H)	No,	% (H)	No,	% (H)	No,	% (H)	No,	% (H)	No,	% (H)
% (V)		% (V)		% (V)		% (V)		% (V)		% (V)	
75	80,6	17	18,3	93	100,0	54	72,0	17	22,7	75	100,0
3,6		2,7		3,4		2,5		3,1		2,8	
33	82,5	6	15,0	40	100,0	28	73,7	10	26,3	38	100,0
1,6		0,9		1,5		1,3		1,8		1,4	
119	93,7	7	5,5	127	100,0	140	96,6	5	3,4	145	100,0
5,8		1,1		4,7		6,5		0,9		5,4	
210	80,2	51	19,5	262	100,0	273	85,3	45	14,1	320	100,0
10,2		8,0		9,7		12,7		8,2		11,8	
622	74,0	559	25,5	2 191	100,0	1 648	77,4	472	22,2	2 128	100,0
78,8		87,3		80,8		76,9		86,0		78,6	
059	75,9	640	23,6	2 713	100,0	2 143	79,2	549	20,3	2 706	100,0
100,0		100,0		100,0		100,0		100,0		100,0	
1	33,3	2	66,7	3	100,0	2	100,0	0	0,0	2	100,0
100,0		100,0		100,0		100,0		0,0		100,0	
735	73,6	255	25,6	998	100,0	669	76,1	200	22,8	879	100,0
1,0		1,0		1,0		0,9		0,7		0,8	
490	75,9	149	23,1	646	100,0	560	77,6	153	21,2	722	100,0
0,7		0,6		0,7		0,7		0,6		0,7	
1 760	93,5	118	6,3	1 882	100,0	2 037	94,1	124	5,7	2 164	100,0
2,5		0,4		1,9		2,6		0,5		2,1	
4 004	74,3	1 376	25,5	5 388	100,0	4 437	73,7	1 569	26,1	6 018	100,0
5,6		5,2		5,5		5,8		5,7		5,7	
4 565	72,2	24 227	27,1	89 370	100,0	69 053	72,8	25 244	26,6	94 832	100,0
89,9		92,0		90,5		89,6		92,1		90,3	
1 819	72,7	26 330	26,7	98 756	100,0	77 081	73,4	27 411	26,1	105 061	100,0
100,0		100,0		100,0		100,0		100,0		100,0	

**Table 45**

**Appointments, selection process and appointing authority**

Number and percentage [vertical (V) and horizontal (H)] of appointments within the Public Service by type, selection process and appointing authority, 1979 and 1980

Type of appointment		Selection process	
Promotion			
	● with competition	• poster	
		• inventory	
	● without competition	• reclassification	
		• other processes	
	Total		
Transfer			
■ Lateral	■ Reappointment for an additional term	● with competition	• poster
			• inventory
		● without competition	• reclassification
			• other processes
	■ Other	● with competition	• poster
			• inventory
		● without competition	• reclassification
			• other processes
	Total		

<sup>a</sup>Includes one appointment in 1980 for which the appointing authority is not specified.

<sup>b</sup>Includes 576 employees in 1979 and 499 in 1980 whose type of appointment was not specified on appointment documents.



1979						1980					
PSC authority		Departmental authority		Total		PSC authority		Departmental authority		Total <sup>a</sup>	
No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)
% (V)		% (V)		% (V)		% (V)		% (V)		% (V)	
489	3,8	12 347	96,2	12 836	100,0	763	4,3	17 021	95,7	17 784	100,0
24,5		49,2		47,4		29,0		55,1		53,1	
378	18,4	1 674	81,6	2 052	100,0	322	13,0	2 155	87,0	2 477	100,0
18,9		6,7		7,6		12,2		7,0		7,4	
599	11,4	4 640	88,6	5 239	100,0	452	9,6	4 266	90,4	4 718	100,0
30,0		18,5		19,3		17,2		13,8		14,1	
530	7,6	6 420	92,4	6 950	100,0	1 098	12,9	7 425	87,1	8 524	100,0
26,6		25,6		25,7		41,7		24,1		25,4	
196	7,4	25 081	92,6	27 077	100,0	2 635	7,9	30 867	92,1	33 503	100,0
100,0		100,0		100,0		100,0		100,0		100,0	
6	0,2	2 580	99,8	2 586	100,0	11	0,3	3 737	99,7	3 748	100,0
0,2		4,0		3,8		0,4		5,7		5,5	
22	0,6	3 384	99,4	3 406	100,0	26	0,7	3 868	99,3	3 894	100,0
0,6		5,2		5,0		1,0		5,9		5,7	
1	16,7	5	83,3	6	100,0	0	0,0	1	100,0	1	100,0
0,0		0,0		0,0		0,0		0,0		0,0	
478	3,0	15 571	97,0	16 049	100,0	75	0,7	10 606	99,3	10 681	100,0
12,7		24,1		23,5		3,0		16,1		15,6	
360	2,5	14 073	97,5	14 433	100,0	314	1,9	16 525	98,1	16 839	100,0
9,5		21,8		21,1		12,6		25,1		24,6	
244	3,7	6 331	96,3	6 575	100,0	159	1,9	8 054	98,1	8 213	100,0
6,5		9,8		9,6		6,4		12,2		12,0	
582	36,8	1 173	63,2	1 855	100,0	625	45,9	736	54,1	1 361	100,0
18,1		1,8		2,7		25,1		1,1		2,0	
977	8,4	21 500	91,6	23 477	100,0	1 277	5,4	22 337	94,6	23 614	100,0
52,4		33,3		34,3		51,3		33,9		34,5	
770	5,5	64 617	94,5	68 387	100,0	2 487	3,6	65 864	96,4	68 351	100,0
100,0		100,0		100,0		100,0		100,0		100,0	

Table 45 cont'd

Type of appointment	Selection process	
■ Downward	● with competition	• poster
		• invento
	● without competition	• reclass
		• other p
Total		
Demotion		
All types of appointment <sup>a</sup>		
	● with competition	• poster
		• invento
	● without competition	• reclass
		• other p
Grand total		

<sup>a</sup>Includes one appointment in 1980 for which the appointing authority is not specified.

<sup>b</sup>Includes 576 employees in 1979 and 499 in 1980 whose type of appointment was not specified on appointment documents.

1979						1980					
PSC authority		Departmental authority		Total		PSC authority		Departmental authority		Total <sup>a</sup>	
Io.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)	No.	% (H)
	% (V)	% (V)	% (V)	% (V)	% (V)	% (V)	% (V)	% (V)	% (V)	% (V)	% (V)
13	2,3	557	97,7	570	100,0	4	0,6	644	99,4	648	100,0
	6,5		22,2		21,0		3,0		25,0		23,9
8	6,5	116	93,5	124	100,0	2	1,3	157	98,7	159	100,0
	4,0		4,6		4,6		1,5		6,1		5,9
11	22,4	38	77,6	49	100,0	18	14,6	105	85,4	123	100,0
	5,5		1,5		1,8		13,4		4,1		4,5
67	8,5	1 803	91,5	1 970	100,0	110	6,2	1 666	93,8	1 776	100,0
	83,9		71,7		72,6		82,1		64,8		65,6
99	7,3	2 514	92,7	2 713	100,0	134	5,0	2 572	95,0	2 706	100,0
	100,0		100,0		100,0		100,0		100,0		100,0
1	33,3	2	66,7	3	100,0	0	0,0	2	100,0	2	100,0
	100,0		100,0		100,0		0,0		100,0		100,0
70	2,8	29 738	97,2	30 608	100,0	1 095	2,8	38 100	97,2	39 195	100,0
	14,6		32,1		31,0		20,8		38,2		37,3
53	5,3	11 693	94,7	12 346	100,0	514	3,4	14 470	96,6	14 984	100,0
	10,9		12,6		12,5		9,8		14,5		14,3
33	18,1	5 856	81,9	7 149	100,0	1 095	17,7	5 108	82,3	6 203	100,0
	21,7		6,3		7,2		20,8		5,1		5,9
355	6,5	45 498	93,5	48 653	100,0	2 563	5,7	42 115	94,3	44 679	100,0
	52,8		49,0		49,3		48,7		42,2		42,5
71	6,0	92 785	94,0	98 756	100,0	5 267	5,0	99 793	95,0	105 061	100,0
	100,0		100,0		100,0		100,0		100,0		100,0

Table 46

**Appointments, geographic area and sex**

Number and percentage of appointments to and within the Public Service, by geographic area and sex, 1979 and 1980

1979											
Geographic area	To the Public Service					Within the Public Service					Grand total <sup>a</sup>
	Men		Women		Total	Men		Women		Total	
	No.	%	No.	%		No.	%	No.	%		
Newfoundland	197	69,9	85	30,1	282	1 336	66,5	672	33,5	2 008	2 290
Prince Edward Island	39	59,1	27	40,9	66	284	63,1	166	36,9	450	516
Nova Scotia	512	72,3	196	27,7	708	4 329	70,1	1 847	29,9	6 176	6 884
New Brunswick	192	50,0	192	50,0	384	1 761	59,0	1 222	41,0	2 983	3 367
Québec (except NCR)	1 197	61,2	760	38,8	1 957	9 189	54,4	7 691	45,6	16 880	18 837
Ontario (except NCR)	1 408	54,9	1 156	45,1	2 564	8 277	51,9	7 685	48,1	15 962	18 526
Manitoba	486	48,9	507	51,1	993	2 180	52,0	2 009	48,0	4 189	5 182
Saskatchewan	369	42,4	501	57,6	870	1 286	49,5	1 311	50,5	2 597	3 467
Alberta	1 268	43,2	1 664	56,8	2 932	2 998	48,0	3 242	52,0	6 240	9 172
British Columbia	862	48,1	930	51,9	1 792	5 576	56,4	4 315	43,6	9 891	11 683
Yukon Territory	79	35,1	146	64,9	225	200	47,6	220	52,4	420	645
Northwest Territories	188	43,7	242	56,3	430	382	55,7	304	44,3	686	1 116
National Capital Region	976	46,7	1 112	53,3	2 088	13 472	44,8	16 600	55,2	30 072	32 160
Outside Canada	1	50,0	1	50,0	2	149	74,9	50	25,1	199	201
<b>Total<sup>b</sup></b>	<b>7 774</b>	<b>50,8</b>	<b>7 519</b>	<b>49,2</b>	<b>15 293</b>	<b>51 422</b>	<b>52,1</b>	<b>47 334</b>	<b>47,9</b>	<b>98 756</b>	<b>114 049</b>
1980											
Newfoundland	230	62,3	139	37,7	369	1 504	66,2	769	33,8	2 273	2 642
Prince Edward Island	28	54,9	23	45,1	51	251	48,8	263	51,2	514	565
Nova Scotia	632	65,0	340	35,0	972	4 922	68,7	2 245	31,3	7 167	8 139
New Brunswick	251	44,9	308	55,1	559	1 672	50,0	1 674	50,0	3 346	3 905
Québec (except NCR)	1 158	53,1	1 024	46,9	2 182	9 187	52,8	8 220	47,2	17 407	19 589
Ontario (except NCR)	1 429	49,5	1 455	50,5	2 884	8 102	47,3	9 040	52,7	17 142	20 026
Manitoba	592	41,3	843	58,7	1 435	2 183	46,4	2 521	53,6	4 704	6 139
Saskatchewan	405	45,3	489	54,7	894	1 168	45,8	1 379	54,1	2 548	3 442
Alberta	1 372	44,9	1 684	55,1	3 056	3 081	46,9	3 492	53,1	6 573	9 629
British Columbia	1 030	46,8	1 170	53,2	2 200	5 864	54,3	4 943	45,7	10 807	13 007
Yukon Territory	92	37,7	152	62,3	244	243	53,2	214	46,8	457	701
Northwest Territories	214	44,7	265	55,3	479	421	55,8	333	44,2	754	1 233
National Capital Region	1 322	45,2	1 602	54,8	2 924	13 671	43,8	17 547	56,2	31 218	34 142
Outside Canada	3	50,0	3	50,0	6	112	77,2	33	22,8	145	151
<b>Total<sup>b</sup></b>	<b>8 759</b>	<b>48,0</b>	<b>9 497</b>	<b>52,0</b>	<b>18 256</b>	<b>52 387</b>	<b>49,9</b>	<b>52 673</b>	<b>50,1</b>	<b>105 061</b>	<b>123 317</b>

<sup>a</sup>Includes one employee in 1980 whose sex was not specified on the appointment document.<sup>b</sup>Includes 3 appointments in 1979 and 7 in 1980 where geographic area was not specified.



**Figure 3**  
**Appointments and linguistic status of positions**  
 Appointments to and within the Public Service by linguistic status of positions and language group of employees, 1976 to 1980

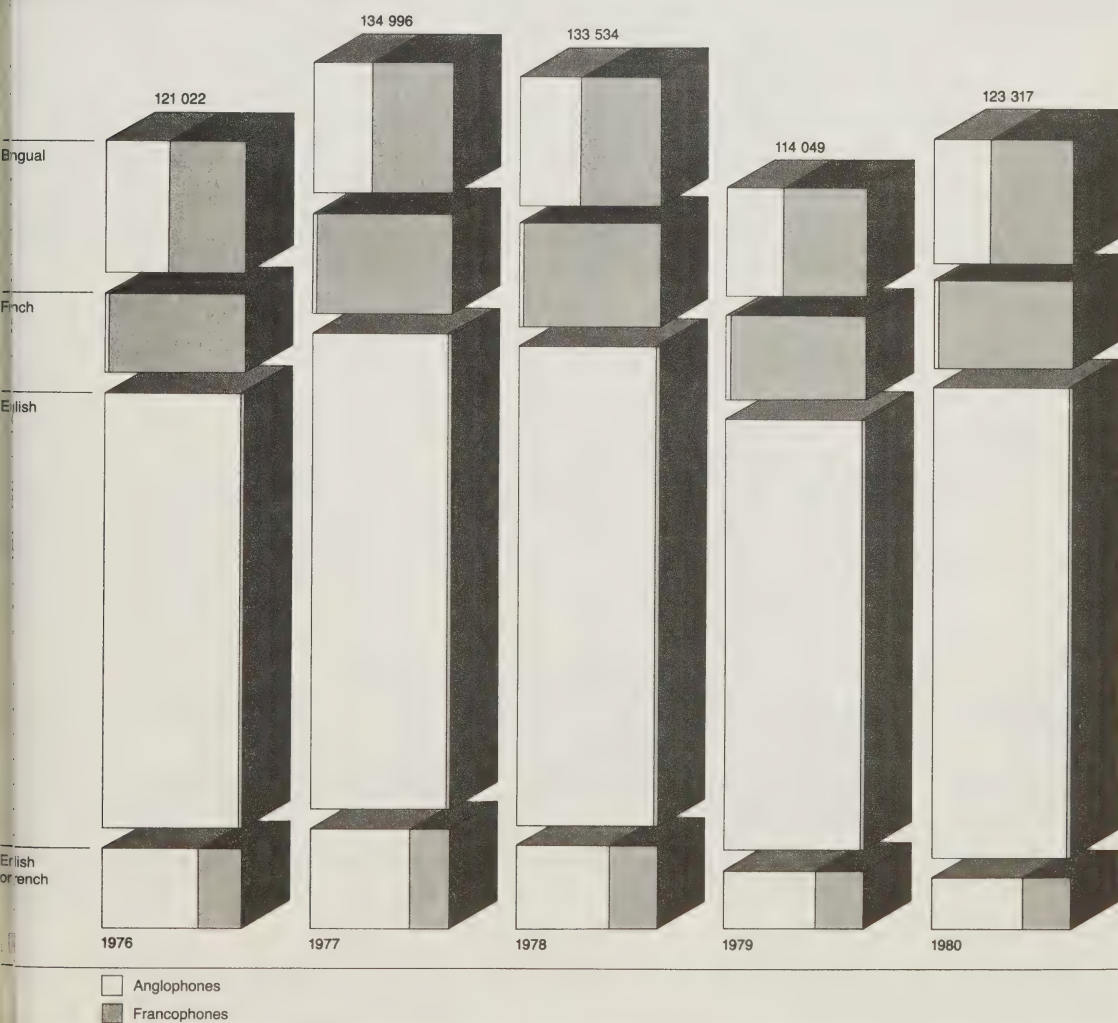


Table 47

**Appointments, geographic area and language group**

Number and percentage of appointments to and within the Public Service, by geographic area and language group, 1979 and 1980

Geographic area	1979										
	To the Public Service					Within the Public Service					Grand total <sup>b</sup>
	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Total <sup>b</sup>	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Total <sup>b</sup>	
No.	%	No.	%	No.		%	No.	%	No.		%
Newfoundland	282	100,0	0	0,0	282	2 004	99,8	3	0,1	2 008	2 290
Prince Edward Island	64	97,0	2	3,0	66	438	97,3	11	2,4	450	516
Nova Scotia	683	96,5	25	3,5	708	6 129	99,2	46	0,7	6 176	6 884
New Brunswick	318	82,8	61	15,9	384	2 438	81,7	493	16,5	2 983	3 367
Québec (except NCR)	58	3,0	1 894	96,8	1 957	425	2,5	16 437	97,4	16 880	18 837
Ontario (except NCR)	2 503	97,6	56	2,2	2 564	15 658	98,1	282	1,8	15 962	18 526
Manitoba	986	99,3	7	0,7	993	4 174	99,6	14	0,3	4 189	5 182
Saskatchewan	869	99,9	1	0,1	870	2 588	99,7	7	0,3	2 597	3 467
Alberta	2 924	99,7	1	0,0	2 932	6 228	99,8	9	0,1	6 240	9 172
British Columbia	1 788	99,8	3	0,2	1 792	9 876	99,8	12	0,1	9 891	11 683
Yukon Territory	224	99,6	1	0,4	225	419	99,8	1	0,2	420	645
Northwest Territories	426	99,1	4	0,9	430	656	95,6	30	4,4	686	1 116
National Capital Region	1 427	68,3	640	30,7	2 088	20 646	68,7	8 923	29,7	30 072	32 160
Outside Canada	2	100,0	0	0,0	2	140	70,4	59	29,6	199	201
<b>Total<sup>c</sup></b>	<b>12 554</b>	<b>82,1</b>	<b>2 695</b>	<b>17,6</b>	<b>15 293</b>	<b>71 819</b>	<b>72,7</b>	<b>26 330</b>	<b>26,7</b>	<b>98 756</b>	<b>114 049</b>
Geographic area	1980										
	To the Public Service					Within the Public Service					Grand total <sup>b</sup>
	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Total <sup>b</sup>	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Total <sup>b</sup>	
No.	%	No.	%	No.		%	No.	%	No.		%
Newfoundland	366	99,2	1	0,3	369	2 270	99,9	3	0,1	2 273	2 642
Prince Edward Island	50	98,0	1	2,0	51	494	96,1	18	3,5	514	565
Nova Scotia	935	96,2	36	3,7	972	7 126	99,4	40	0,6	7 167	8 139
New Brunswick	389	69,6	154	27,5	559	2 704	80,8	596	17,8	3 346	3 905
Québec (except NCR)	87	4,0	2 090	95,8	2 182	503	2,9	16 887	97,0	17 407	19 589
Ontario (except NCR)	2 820	97,8	56	1,9	2 884	16 767	97,8	335	2,0	17 142	20 026
Manitoba	1 428	99,5	7	0,5	1 435	4 683	99,6	17	0,4	4 704	6 139
Saskatchewan	892	99,8	2	0,2	894	2 538	99,6	8	0,3	2 548	3 442
Alberta	3 040	99,5	14	0,5	3 056	6 559	99,8	12	0,2	6 573	9 629
British Columbia	2 191	99,6	8	0,4	2 200	10 775	99,7	16	0,1	10 807	13 007
Yukon Territory	244	100,0	0	0,0	244	454	99,3	3	0,7	457	701
Northwest Territories	471	98,3	6	1,3	479	719	95,4	34	4,5	754	1 233
National Capital Region	1 935	66,2	946	32,4	2 924	21 381	68,5	9 401	30,1	31 218	34 142
Outside Canada	3	50,0	3	50,0	6	105	72,4	38	26,2	145	151
<b>Total<sup>c</sup></b>	<b>14 852</b>	<b>81,4</b>	<b>3 324</b>	<b>18,2</b>	<b>18 256</b>	<b>77 081</b>	<b>73,4</b>	<b>27 411</b>	<b>26,1</b>	<b>105 061</b>	<b>123 317</b>

<sup>a</sup>Preferred working language of appointee.<sup>b</sup>Includes 44 appointments to the Public Service and 607 within in 1979, and 80 to and 569 within in 1980, where the language was not specified on appointment documents.<sup>c</sup>Includes 3 appointments in 1979 and 7 in 1980 where geographic area was not specified on appointment documents.

**Figure 4**  
**Appointments, linguistic status of positions and National Capital Region**  
 Appointments to and within the Public Service by linguistic status of positions and language group of employees in the National Capital Region, 1976 to 1980

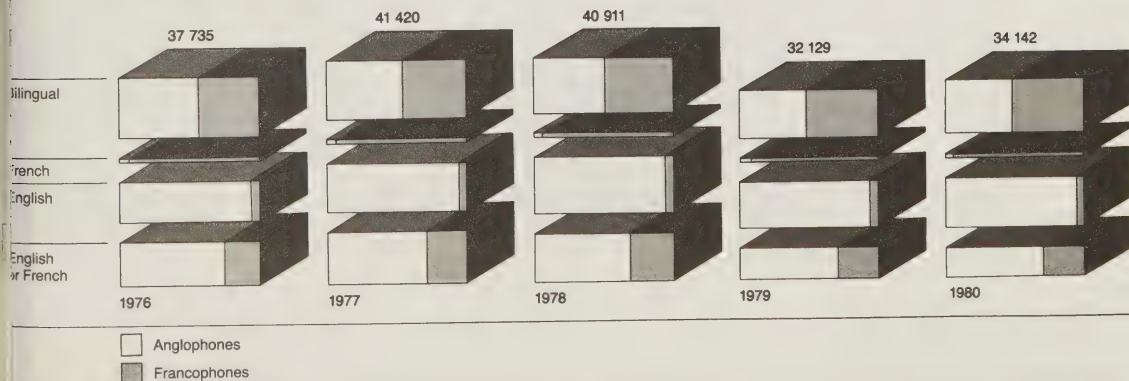


Table 48

**Appointments, category, linguistic status of position and language group**

Number and percentage of appointments to and within the Public Service, by occupational category, linguistic status of position and language group of employee, 1979 and 1980

1979													
Occupational category	Linguistic status of position	To the Public Service					Within the Public Service					Grand total <sup>b</sup>	
		Anglo-phones <sup>a</sup>		Franco-phones <sup>a</sup>		Total <sup>b</sup>	Anglo-phones <sup>a</sup>		Franco-phones <sup>a</sup>		Total <sup>b</sup>		
		No.	%	No.	%		No.	%	No.	%			
Senior Executive	Bilingual	5	50,0	5	50,0	10	232	76,1	73	23,9	321	331	79,
	French	0	0,0	1	100,0	1	0	0,0	0	0,0	0	1	0,
	English	3	100,0	0	0,0	3	50	98,0	1	2,0	51	54	12,
	French or English	1	50,0	1	50,0	2	15	93,8	1	6,2	16	18	4,
	<b>Total<sup>c</sup></b>	<b>9</b>	<b>52,9</b>	<b>8</b>	<b>47,1</b>	<b>17</b>	<b>308</b>	<b>80,0</b>	<b>77</b>	<b>20,0</b>	<b>401</b>	<b>418</b>	<b>100,</b>
Scientific and Professional	Bilingual	46	41,1	66	58,9	113	638	54,1	541	45,9	1 194	1 307	19,
	French	3	2,7	107	97,3	111	12	4,2	277	95,8	290	401	6,
	English	1 156	98,9	13	1,1	1 174	3 408	98,8	41	1,2	3 452	4 626	69,
	French or English	59	70,2	25	29,8	84	220	84,3	41	15,7	263	347	5,
	<b>Total<sup>c</sup></b>	<b>1 265</b>	<b>85,7</b>	<b>211</b>	<b>14,3</b>	<b>1 483</b>	<b>4 283</b>	<b>82,6</b>	<b>900</b>	<b>17,4</b>	<b>5 204</b>	<b>6 687</b>	<b>100,</b>
Administrative and Foreign Service	Bilingual	127	51,4	120	48,6	250	2 870	45,8	3 397	54,2	6 397	6 647	34,
	French	1	0,6	156	99,4	158	22	1,6	1 328	98,4	1 352	1 510	7,
	English	784	98,4	13	1,6	798	9 616	98,7	126	1,3	9 779	10 577	54,
	French or English	100	78,1	28	21,9	128	520	85,1	91	14,9	616	744	3,
	<b>Total<sup>c</sup></b>	<b>1 012</b>	<b>76,1</b>	<b>317</b>	<b>23,9</b>	<b>1 334</b>	<b>13 051</b>	<b>72,5</b>	<b>4 947</b>	<b>27,5</b>	<b>18 172</b>	<b>19 506</b>	<b>100,</b>
Technical	Bilingual	26	22,6	89	77,4	116	303	29,5	724	70,5	1 034	1 150	13,
	French	1	3,7	26	96,3	27	15	3,1	471	96,9	488	515	5,
	English	882	99,5	4	0,5	886	5 754	99,0	60	1,0	5 822	6 708	75,
	French or English	80	77,7	23	22,3	103	293	76,7	89	23,3	386	489	5,
	<b>Total<sup>c</sup></b>	<b>989</b>	<b>87,4</b>	<b>142</b>	<b>12,6</b>	<b>1 132</b>	<b>6 365</b>	<b>82,6</b>	<b>1 344</b>	<b>17,4</b>	<b>7 730</b>	<b>8 862</b>	<b>100,</b>
Administrative Support	Bilingual	125	26,4	348	73,6	485	2 412	33,4	4 806	66,6	7 457	7 942	17,
	French	6	1,5	383	98,5	392	71	1,2	6 058	98,8	6 136	6 528	14,
	English	2 598	98,8	32	1,2	2 630	23 115	97,5	586	2,5	23 740	26 370	56,
	French or English	147	67,1	72	32,9	219	3 516	65,3	1 869	34,7	5 435	5 654	12,
	<b>Total<sup>c</sup></b>	<b>2 876</b>	<b>77,5</b>	<b>835</b>	<b>22,5</b>	<b>3 726</b>	<b>29 115</b>	<b>68,6</b>	<b>13 319</b>	<b>31,4</b>	<b>42 769</b>	<b>46 495</b>	<b>100,</b>
Operational	Bilingual	40	53,3	35	46,7	82	215	30,5	491	69,5	719	801	2,
	French	14	1,4	1 023	98,6	1 039	65	1,5	4 236	98,5	4 303	5 342	16,
	English	6 111	99,8	13	0,2	6 125	17 142	99,6	67	0,4	17 218	23 343	72,
	French or English	204	65,2	109	34,8	319	1 250	57,1	941	42,9	2 207	2 526	7,
	<b>Total<sup>c</sup></b>	<b>6 369</b>	<b>84,4</b>	<b>1 180</b>	<b>15,6</b>	<b>7 565</b>	<b>18 672</b>	<b>76,5</b>	<b>5 735</b>	<b>23,5</b>	<b>24 447</b>	<b>32 012</b>	<b>100,</b>
All categories <sup>d</sup>	Bilingual	369	35,8	663	64,2	1 056	6 679	39,9	10 040	60,1	17 139	18 195	16,
	French	25	1,5	1 697	98,5	1 729	185	1,5	12 370	98,5	12 569	14 298	12,
	English	11 565	99,4	75	0,6	11 647	59 097	98,5	881	1,5	60 074	71 721	62,
	French or English	594	69,6	259	30,4	859	5 818	65,7	3 032	34,3	8 927	9 786	8,
	<b>Grand total</b>	<b>12 554</b>	<b>82,3</b>	<b>2 695</b>	<b>17,7</b>	<b>15 293</b>	<b>71 819</b>	<b>73,2</b>	<b>26 330</b>	<b>26,8</b>	<b>98 756</b>	<b>114 049</b>	<b>100,</b>

<sup>a</sup>Preferred working language of employee.<sup>b</sup>Includes 44 appointments to the Public Service and 607 within in 1979, and 80 to and 569 within in 1980 where language was not specified on appointment documents.<sup>c</sup>In 49 cases in 1979 and 26 in 1980, the language status of positions was not specified.<sup>d</sup>Includes 69 appointments in 1979 and 72 in 1980 to positions that have not been converted to one of the six occupational categories.



1980

To the Public Service					Within the Public Service							
Anglo-phones <sup>a</sup>		Franco-phones <sup>a</sup>		Total <sup>b</sup>	Anglo-phones <sup>a</sup>		Franco-phones <sup>a</sup>		Total <sup>b</sup>	Grand total <sup>b</sup>		
No.	%	No.	%		No.	%	No.	%		No.	%	
14	63,6	8	36,4	24	273	74,2	95	25,8	378	402	83,6	
2	100,0	0	0,0	2	49	98,0	1	2,0	50	52	10,8	
0	0,0	0	0,0	0	0	0,0	0	0,0	0	0	0,0	
1	50,0	1	50,0	2	17	100,0	0	0,0	17	19	4,0	
<b>19</b>	<b>67,9</b>	<b>9</b>	<b>32,1</b>	<b>30</b>	<b>345</b>	<b>78,2</b>	<b>96</b>	<b>21,8</b>	<b>451</b>	<b>481</b>	<b>100,0</b>	
72	38,5	115	61,5	188	784	56,4	606	43,6	1 406	1 594	21,9	
281	98,8	15	1,2	1 297	3 551	98,7	45	1,3	3 601	4 898	67,3	
5	4,0	121	96,0	127	6	2,0	293	98,0	299	426	5,9	
75	72,1	29	27,9	104	207	80,5	50	19,5	257	361	5,0	
<b>433</b>	<b>83,7</b>	<b>280</b>	<b>16,3</b>	<b>1 716</b>	<b>4 550</b>	<b>82,1</b>	<b>995</b>	<b>17,9</b>	<b>5 566</b>	<b>7 282</b>	<b>100,0</b>	
128	34,3	245	65,7	380	3 253	47,8	3 547	52,2	6 969	7 349	33,0	
503	97,9	33	2,1	1 537	11 188	98,7	147	1,3	11 347	12 884	57,9	
4	2,4	165	97,6	169	12	1,0	1 217	99,0	1 231	1 400	6,3	
93	77,5	27	22,5	120	383	80,0	96	20,0	480	600	2,7	
<b>728</b>	<b>78,6</b>	<b>470</b>	<b>21,4</b>	<b>2 206</b>	<b>14 844</b>	<b>74,8</b>	<b>5 012</b>	<b>25,2</b>	<b>20 040</b>	<b>22 246</b>	<b>100,0</b>	
35	28,0	90	72,0	127	367	32,9	750	67,1	1 124	1 251	13,9	
154	98,8	14	1,2	1 173	5 577	98,7	74	1,3	5 660	6 833	76,0	
1	1,2	83	98,8	84	9	2,6	342	97,4	351	435	4,8	
97	77,0	29	23,0	125	255	75,4	83	24,6	340	466	5,2	
<b>287</b>	<b>85,6</b>	<b>216</b>	<b>14,4</b>	<b>1 510</b>	<b>6 209</b>	<b>83,3</b>	<b>1 249</b>	<b>16,7</b>	<b>7 476</b>	<b>8 986</b>	<b>100,0</b>	
204	23,6	660	76,4	905	2 675	32,7	5 514	67,3	8 390	9 295	17,8	
806	98,6	53	1,4	3 864	26 211	97,8	587	2,2	26 831	30 695	58,7	
8	1,4	568	98,6	578	63	1,0	6 389	99,0	6 458	7 036	13,5	
195	62,5	117	37,5	313	3 309	67,6	1 589	32,4	4 928	5 241	10,0	
<b>213</b>	<b>75,1</b>	<b>1 398</b>	<b>24,9</b>	<b>5 660</b>	<b>32 258</b>	<b>69,6</b>	<b>14 080</b>	<b>30,4</b>	<b>46 608</b>	<b>52 268</b>	<b>100,0</b>	
44	48,4	47	51,6	93	195	31,3	428	68,7	646	739	2,3	
913	99,7	15	0,3	5 931	17 577	99,6	65	0,4	17 647	23 578	73,7	
10	1,3	783	98,7	794	63	1,3	4 622	98,7	4 686	5 480	17,1	
160	61,1	102	38,9	267	1 019	54,2	862	45,8	1 918	2 185	6,8	
<b>127</b>	<b>86,6</b>	<b>947</b>	<b>13,4</b>	<b>7 085</b>	<b>18 854</b>	<b>75,9</b>	<b>5 977</b>	<b>24,1</b>	<b>24 897</b>	<b>31 982</b>	<b>100,0</b>	
497	29,9	1 166	70,1	1 718	7 553	40,8	10 941	59,2	18 920	20 638	16,7	
699	99,1	130	0,9	13 844	64 163	98,6	920	1,4	55 147	78 991	64,1	
28	1,6	1 721	98,4	1 753	153	1,2	12 863	98,8	7 945	14 778	12,0	
626	67,1	307	32,9	939	5 195	66,0	2 680	34,0	7 945	8 884	7,2	
<b>852</b>	<b>81,7</b>	<b>3 324</b>	<b>18,3</b>	<b>18 256</b>	<b>7 081</b>	<b>73,8</b>	<b>27 411</b>	<b>26,2</b>	<b>105 061</b>	<b>123 317</b>	<b>100,0</b>	

Table 49

**Appointments and imperative bilingual positions**

Number and percentage of appointments from outside and within the Public Service to imperative bilingual positions, by occupational category, type of employment and language group, 1980

Occupational category	Type of employment	1980					
		Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Total <sup>b</sup>	
		No.	%	No.	%	No.	%
Senior Executive	Indeterminate	7	100,0	22	95,7	31	93,9
	Specified term	0	0,0	1	4,3	2	6,1
	<b>Total<sup>c</sup></b>	<b>7</b>	<b>100,0</b>	<b>23</b>	<b>100,0</b>	<b>33</b>	<b>100,0</b>
Scientific and Professional	Indeterminate	23	35,9	42	33,3	66	34,4
	Specified term	40	62,5	84	66,7	125	65,1
	<b>Total<sup>c</sup></b>	<b>64</b>	<b>100,0</b>	<b>126</b>	<b>100,0</b>	<b>192</b>	<b>100,0</b>
Administrative and Foreign Service	Indeterminate	137	46,3	233	44,7	391	45,8
	Specified term	156	52,7	285	54,7	456	53,5
	<b>Total<sup>c</sup></b>	<b>296</b>	<b>100,0</b>	<b>521</b>	<b>100,0</b>	<b>853</b>	<b>100,0</b>
Technical	Indeterminate	9	22,0	27	28,7	37	26,8
	Specified term	27	65,9	67	71,3	96	69,6
	<b>Total<sup>c</sup></b>	<b>41</b>	<b>100,0</b>	<b>94</b>	<b>100,0</b>	<b>138</b>	<b>100,0</b>
Administrative Support	Indeterminate	123	13,9	285	11,3	461	13,1
	Specified term	751	84,9	2 203	87,1	3 006	85,4
	<b>Total<sup>c</sup></b>	<b>885</b>	<b>100,0</b>	<b>2 529</b>	<b>100,0</b>	<b>3 520</b>	<b>100,0</b>
Operational	Indeterminate	6	28,6	5	8,8	12	15,2
	Specified term	9	42,9	51	89,5	60	75,9
	<b>Total<sup>c</sup></b>	<b>21</b>	<b>100,0</b>	<b>57</b>	<b>100,0</b>	<b>79</b>	<b>100,0</b>
All categories <sup>d</sup>	Indeterminate	305	23,2	614	18,3	998	20,7
	Specified term	983	74,8	2 692	80,3	3 746	77,8
	<b>Grand total</b>	<b>1 314</b>	<b>100,0</b>	<b>3 351</b>	<b>100,0</b>	<b>4 816</b>	<b>100,0</b>

<sup>a</sup>Preferred working language of appointee.

<sup>b</sup>Includes 151 employees whose preferred working language was not specified on appointment documents.

<sup>c</sup>In 72 cases, type of employment was not specified on appointment documents.

<sup>d</sup>Includes one appointment in 1980 to a position that has not been converted to one of the six occupational categories.

Note: As in the past, no candidate may be appointed to a Specified term position unless its language requirements are met.

Table 50

**Appointments and non-imperative bilingual positions**

Number and percentage of appointments from outside and within the Public Service to non-imperative bilingual positions, by occupational category, status of appointee, and language group, 1980

Occupational category	Status of appointee as to linguistic requirements of position	1980					
		Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Total <sup>b</sup>	
		No.	%	No.	%	No.	%
Senior Executive	Met	175	62,5	76	95,0	260	70,5
	Must meet	62	22,1	2	2,5	64	17,3
	Not required to meet <sup>c</sup>	41	14,6	1	1,3	42	11,4
	<b>Total<sup>d</sup></b>	<b>280</b>	<b>100,0</b>	<b>80</b>	<b>100,0</b>	<b>369</b>	<b>100,0</b>
Scientific and Professional	Met	474	59,8	494	83,0	982	70,0
	Must meet	242	30,6	91	15,3	334	23,8
	Not required to meet <sup>c</sup>	73	9,2	10	1,7	83	5,9
	<b>Total<sup>d</sup></b>	<b>792</b>	<b>100,0</b>	<b>595</b>	<b>100,0</b>	<b>1 402</b>	<b>100,0</b>
Administrative and Foreign Service	Met	1 909	61,9	2 844	86,9	4 887	75,2
	Must meet	886	28,7	357	10,9	1 248	19,2
	Not required to meet <sup>c</sup>	289	9,4	68	2,1	358	5,5
	<b>Total<sup>d</sup></b>	<b>3 085</b>	<b>100,0</b>	<b>3 271</b>	<b>100,0</b>	<b>6 496</b>	<b>100,0</b>
Technical	Met	204	56,5	618	82,8	828	74,4
	Must meet	107	29,6	112	15,0	219	19,7
	Not required to meet <sup>c</sup>	50	13,9	16	2,1	66	5,9
	<b>Total<sup>d</sup></b>	<b>361</b>	<b>100,0</b>	<b>746</b>	<b>100,0</b>	<b>1 113</b>	<b>100,0</b>
Administrative Support	Met	1 218	61,1	3 093	84,9	4 437	76,3
	Must meet	631	31,6	483	13,3	1 123	19,4
	Not required to meet <sup>c</sup>	143	7,2	65	1,8	209	3,6
	<b>Total<sup>d</sup></b>	<b>1 994</b>	<b>100,0</b>	<b>3 645</b>	<b>100,0</b>	<b>5 775</b>	<b>100,0</b>
Operational	Met	134	61,5	301	72,0	456	69,1
	Must meet	59	27,1	99	23,7	161	24,4
	Not required to meet <sup>c</sup>	23	10,6	17	4,1	40	6,1
	<b>Total<sup>d</sup></b>	<b>218</b>	<b>100,0</b>	<b>418</b>	<b>100,0</b>	<b>660</b>	<b>100,0</b>
All categories <sup>e</sup>	Met	4 118	61,1	7 427	84,8	11 855	74,9
	Must meet	1 987	29,5	1 144	13,1	3 149	19,9
	Not required to meet <sup>c</sup>	621	9,2	177	2,0	800	5,1
	<b>Grand total</b>	<b>6 736</b>	<b>100,0</b>	<b>8 756</b>	<b>100,0</b>	<b>15 822</b>	<b>100,0</b>

<sup>a</sup>Preferred working language of appointee.

<sup>b</sup>Includes 330 employees in 1980 whose preferred working language was not specified on appointment documents.

<sup>c</sup>Incumbents authorized by the Exclusion Order to occupy a bilingual position without meeting its linguistic requirement, although some incumbents may express the willingness to meet the requirement. In addition to these unilingual incumbents, this group consists of bilingual employees whose linguistic status is lower than the requirements of the position.

<sup>d</sup>In 18 cases, the linguistic status of the appointee was not specified on appointment documents.

<sup>e</sup>Includes 7 employees whose positions have not been converted to one of the six occupational categories.

Table 51

**Appointments and university graduates**

Number and percentage of university graduates and of appointments made through the university recruitment program, by geographic area in which degree was obtained, language group and sex, 1980

Geographic area	Graduates <sup>a</sup>				Appointments				
	Men	Women	Total		Anglo-phones <sup>b</sup>	Franco-phones <sup>b</sup>	Men	Women	Total
			No.	%					No.
Newfoundland	880	690	1 570	1,5	2	0	1	1	2
Prince Edward Island	160	170	330	0,3	5	0	2	3	5
Nova Scotia	2 730	2 470	5 200	5,0	20	0	13	7	20
New Brunswick	1 315	1 270	2 585	2,5	3	4	5	2	7
Québec	14 395	10 915	25 310	24,5	18	80	67	31	98
Ontario	23 305	21 410	44 715	43,3	233	23	140	116	256
Manitoba	2 650	2 350	5 000	4,8	8	1	7	2	9
Saskatchewan	1 915	1 690	3 605	3,5	13	0	12	1	13
Alberta	4 080	3 485	7 565	7,3	8	0	5	3	8
British Columbia	4 025	3 255	7 280	7,1	12	0	7	5	12
Outside Canada <sup>c</sup>	—	—	—	—	11	2	7	6	13
<b>Total</b>	<b>55 455</b>	<b>47 705</b>	<b>103 160</b>	<b>100,0</b>	<b>333</b>	<b>110</b>	<b>266</b>	<b>177</b>	<b>443</b>

<sup>a</sup>Data on graduates of the 1979-1980 academic year came from Statistics Canada.

<sup>b</sup>Preferred working language of appointee.

<sup>c</sup>Canadians studying outside Canada.

Table 52

**Appointments, applications and university graduates**

Number of applications and university graduates appointed through the university recruitment program, by occupational field, language group and sex, 1979 and 1980

Occupational field	1979									
	Applications					Appointments				
	Anglo-phones <sup>a</sup>	Franco-phones <sup>a</sup>	Men	Women	Total <sup>b</sup>	Anglo-phones <sup>a</sup>	Franco-phones <sup>a</sup>	Men	Women	Total
Administrative	4 506	1 155	3 282	2 379	5 661	263	31	132	162	425
Foreign Service	1 915	386	1 694	607	2 301	15	2	12	5	17
Auditing and Accounting <sup>c</sup>	2 204	597	2 054	747	2 801	55	20	47	28	73
Pure and Applied Sciences	3 102	1 024	2 847	1 279	4 126	97	33	97	33	130
Computer Systems	494	45	372	167	539	33	6	22	17	49
Social Economic	2 556	706	1 870	1 392	3 262	54	47	61	40	94
<b>Total</b>	<b>14 777</b>	<b>3 913</b>	<b>12 119</b>	<b>6 571</b>	<b>18 690</b>	<b>517</b>	<b>139</b>	<b>371</b>	<b>285</b>	<b>800</b>
Occupational field	1980									
	Anglo-phones <sup>a</sup>	Franco-phones <sup>a</sup>	Men	Women	Total <sup>b</sup>	Anglo-phones <sup>a</sup>	Franco-phones <sup>a</sup>	Men	Women	Total
	Anglo-phones <sup>a</sup>	Franco-phones <sup>a</sup>	Men	Women	Total <sup>b</sup>	Anglo-phones <sup>a</sup>	Franco-phones <sup>a</sup>	Men	Women	Total
Administrative	459	88	399	148	547	131	29	86	74	155
Foreign Service	1 689	431	1 487	633	2 120	17	9	14	12	29
Auditing and Accounting <sup>c</sup>	1 398	530	1 386	542	1 928	33	11	29	15	44
Pure and Applied Sciences	652	405	891	166	1 057	53	25	61	17	78
Computer Systems	313	80	283	110	393	38	8	28	18	46
Social Economic	1 281	499	1 081	699	1 780	61	28	48	41	109
<b>Total</b>	<b>5 792</b>	<b>2 033</b>	<b>5 527</b>	<b>2 298</b>	<b>7 825</b>	<b>333</b>	<b>110</b>	<b>266</b>	<b>177</b>	<b>443</b>

<sup>a</sup>Preferred working language of appointee.

<sup>b</sup>The total number of applications exceeds the total number of applicants as some applicants sent in more than one application. The number of applicants was 9 920 in 1979 and 4 839 in 1980.

<sup>c</sup>Includes 15 appointments in 1979 and 12 in 1980 to the Office of the Auditor General.



**Appointments and applications, community college and CEGEP graduates**  
 Number of applications and graduates appointed through the community college and CEGEP recruitment program, by occupational field, language group and sex, 1979 and 1980

Occupational field	1979									
	Applications					Appointments				
	Anglo-phones <sup>a</sup>	Franco-phones <sup>a</sup>	Men	Women	Total	Anglo-phones <sup>a</sup>	Franco-phones <sup>a</sup>	Men	Women	Total
Management Sciences	518	214	406	326	732	35	0	16	19	35
Liberal Arts and Applied Sciences	914	285	879	320	1 199	87	11	86	12	98
Computer Systems	187	89	163	113	276	56	21	40	37	77
<b>Total</b>	<b>1 619</b>	<b>588</b>	<b>1 448</b>	<b>759</b>	<b>2 207</b>	<b>178</b>	<b>32</b>	<b>142</b>	<b>68</b>	<b>210</b>
Occupational field	1980									
	Anglo-phones <sup>a</sup>	Franco-phones <sup>a</sup>	Men	Women	Total	Anglo-phones <sup>a</sup>	Franco-phones <sup>a</sup>	Men	Women	Total
	Anglo-phones <sup>a</sup>	Franco-phones <sup>a</sup>	Men	Women	Total	Anglo-phones <sup>a</sup>	Franco-phones <sup>a</sup>	Men	Women	Total
Management Sciences	193	145	219	119	338	54	26	42	38	80
Liberal Arts and Applied Sciences	647	407	780	274	1 054	77	27	92	12	104
Computer Systems	148	58	138	68	206	46	26	39	33	72
<b>Total</b>	<b>988</b>	<b>610</b>	<b>1 137</b>	<b>461</b>	<b>1 598</b>	<b>177</b>	<b>79</b>	<b>173</b>	<b>83</b>	<b>256</b>

<sup>a</sup> Preferred working language of appointee.

Table 54

**Appointments and career-oriented summer employment**  
 Number of students appointed through the career-oriented summer employment program, by occupational field, type of institution, language group and sex, 1979 and 1980

Occupational field	1979					1980				
	Anglo-phones <sup>a</sup>	Franco-phones <sup>a</sup>	Men	Women	Total	Anglo-phones <sup>a</sup>	Franco-phones <sup>a</sup>	Men	Women	Total
	Anglo-phones <sup>a</sup>	Franco-phones <sup>a</sup>	Men	Women	Total	Anglo-phones <sup>a</sup>	Franco-phones <sup>a</sup>	Men	Women	Total
Social Sciences and Administration	435	173	301	307	608	273	101	193	181	374
Liberal Arts and Applied Sciences	926	270	784	412	1 196	594	183	519	258	777
<b>Total</b>	<b>1 361</b>	<b>443</b>	<b>1 085</b>	<b>719</b>	<b>1 804</b>	<b>867</b>	<b>284</b>	<b>712</b>	<b>439</b>	<b>1 151</b>
Institution	1979					1980				
	Anglo-phones <sup>a</sup>	Franco-phones <sup>a</sup>	Men	Women	Total	Anglo-phones <sup>a</sup>	Franco-phones <sup>a</sup>	Men	Women	Total
	Anglo-phones <sup>a</sup>	Franco-phones <sup>a</sup>	Men	Women	Total	Anglo-phones <sup>a</sup>	Franco-phones <sup>a</sup>	Men	Women	Total
University	1 250	351	992	609	1 601	764	246	632	378	1 010
Community College and CEGEP	111	92	93	110	203	103	38	80	61	141
<b>Total</b>	<b>1 361</b>	<b>443</b>	<b>1 085</b>	<b>719</b>	<b>1 804</b>	<b>867</b>	<b>284</b>	<b>712</b>	<b>439</b>	<b>1 151</b>

<sup>a</sup> Preferred working language of appointee.

**Table 55****Appeals and yearly change**

Number of appeals against selection processes, recommendations for release or demotion and yearly change from 1970 to 1980

Year	Appeals against		Total	Yearly change %
	Selection <sup>a</sup> processes	Recommendations for release or demotion <sup>b</sup>		
1970	1 370	47	1 417	+0.3
1971	1 984	48	2 032	+43.4
1972	2 467	51	2 518	+23.9
1973	3 019	42	3 061	+21.6
1974	4 072	53	4 125	+34.8
1975	3 377	40	3 417	- 17.2
1976	2 746	64	2 810	- 17.8
1977	3 485	74	3 559	+26.7
1978	2 687	115	2 802	- 21.3
1979	2 293	146	2 439	- 13.0
1980	3 250	125	3 375	+38.4

<sup>a</sup>Section 21, *Public Service Employment Act*.

<sup>b</sup>Section 31, *Public Service Employment Act*.

**Table 56****Appeals and geographic area**

Number and percentage of appeals against selection processes and recommendations for release or demotion, by geographic area of hearing, 1980

Geographic area	Appeals against					
	Selection processes		Recommendations for release or demotion		Total <sup>a</sup>	
	No.	%	No.	%	No.	%
Québec (except NCR)	536	16,5	11	8,8	547	16,3
Ontario (except NCR)	604	18,6	29	23,2	633	18,7
National Capital Region and outside Canada	513	15,8	13	10,4	526	15,5
Nova Scotia	148	4,6	4	3,2	152	4,4
British Columbia	145	4,5	9	7,2	154	4,4
Alberta	112	3,4	7	5,6	119	3,4
New Brunswick	75	2,3	2	1,6	77	2,2
Manitoba	77	2,4	0	0,0	77	2,2
Saskatchewan	55	1,7	5	4,0	60	1,7
Newfoundland	78	2,4	1	0,8	79	2,2
Prince Edward Island	11	0,3	0	0,0	11	0,3
Northwest Territories and Yukon	9	0,3	0	0,0	9	0,3
<b>Total<sup>a</sup></b>	<b>3 250</b>	<b>100,0</b>	<b>125</b>	<b>100,0</b>	<b>3 375</b>	<b>100,0</b>

<sup>a</sup>Includes 931 (27,6%) appeals disposed of before hearing because the department conceded the appeal or the appellant withdrew the appeal or had no right of appeal. Of this number, 887 were appeals against selection processes and 44 against release or demotion.

Table 57

Appeals and category

Number of selection processes appealed; disposition of appeals and of appeal board decisions, by occupational category and sex, 1980

Occupational category	Selection processes appealed		Disposition of decisions						Grand total <sup>a</sup>
			Appeals allowed		Appeals not allowed <sup>b</sup>		Total		
	Total <sup>a</sup>	Allowed							
Senior Executive	2	0	0	0	6	0	6	0	6
Scientific and Professional	152	23	33	11	173	21	206	32	238
Administrative and Foreign Service	681	102	126	92	804	316	930	408	1 338
Technical	174	32	47	1	230	6	277	7	284
Administrative Support	392	72	30	118	155	373	185	491	676
Operational	379	66	133	26	482	67	615	93	708
Total	1 780	295	369	248	1 850	783	2 219	1 031	3 250

<sup>a</sup> The number of selection processes appealed is lower than the grand total of appeals, as there can be more than one appeal against a given selection process.  
<sup>b</sup> Among the appeals not allowed are those that were dismissed, withdrawn by the appellant, or disposed of before being submitted to an appeal board because the department conceded the appeal, the appellant withdrew the appeal or had no right of appeal.

Table 58

**Appeals and departments**

Number of selection processes appealed; disposition of appeals and of appeal board decisions, by department and sex, 1980

Department	Disposition of decisions									Grand total
	Selection processes appealed		Appeals allowed		Appeals not allowed <sup>b</sup>		Total			
	Total <sup>a</sup>	Allowed	Men	Women	Men	Women	Men	Women		
Agriculture	45	6	6	1	51	16	57	17	74	
Canadian Human Rights Commission	4	0	0	0	6	1	6	1	7	
Canadian International Development Agency	8	0	0	0	8	2	8	2	10	
Canadian Penitentiary Service	86	15	36	2	111	26	147	28	175	
Canadian Pension Commission	1	0	0	0	3	3	3	3	6	
Canadian Radio-television and Telecommunications Commission	1	0	0	0	1	0	1	0	1	
Canadian Transport Commission	3	1	2	0	4	0	6	0	6	
Communications	13	1	2	0	13	4	15	4	19	
Consumer and Corporate Affairs	10	1	1	1	7	3	8	4	12	
Employment and Immigration	284	41	32	79	204	225	236	304	540	
Energy, Mines and Resources	19	1	1	0	23	3	24	3	27	
Environment	94	18	25	5	91	5	116	10	126	
External Affairs	14	3	5	0	65	28	70	28	98	
Federal Court	3	1	2	0	3	0	5	0	5	
Fisheries and Oceans	25	5	5	3	26	1	31	4	35	
Immigration Appeal Board	1	0	0	0	1	0	1	0	1	
Indian Affairs and Northern Development	40	9	13	1	24	16	37	17	54	
Industry, Trade and Commerce	19	2	3	1	17	5	20	6	26	
Justice	5	2	1	2	0	4	1	6	7	
Labour	4	2	6	1	3	1	9	2	11	
National Defence (Civilian)	187	31	36	13	188	56	224	69	293	
National Energy Board	2	1	1	0	1	0	2	0	2	
National Health and Welfare	55	10	5	12	42	26	47	38	85	
National Library of Canada	3	0	0	0	2	1	2	1	3	
National Museums of Canada	4	2	2	3	4	0	6	3	9	
National Parole Board	3	1	0	1	2	0	2	1	3	
National Revenue (Customs and Excise, Taxation)	213	35	42	33	242	138	284	171	455	
Office of the Commissioner for Federal Judicial Affairs	1	0	0	0	3	0	3	0	3	
Office of the Comptroller General of Canada	1	0	0	0	5	0	5	0	5	
Post Office	237	40	84	55	275	77	359	132	491	
Privy Council Office	3	2	0	2	0	1	0	3	3	
Public Archives of Canada	5	2	2	1	3	0	5	1	6	
Public Service Commission	11	0	0	0	8	6	8	6	14	
Public Service Staff Relations Board	2	0	0	0	2	0	2	0	2	
Public Works	58	9	10	1	51	11	61	12	73	
Regional Economic Expansion	14	2	2	0	12	2	14	2	16	
Royal Canadian Mounted Police (Civilian)	16	4	1	9	4	9	5	18	23	
Secretary of State of Canada	28	3	1	4	68	68	69	72	141	
Solicitor General	6	0	0	0	7	1	7	1	8	
Statistics Canada	15	2	0	2	13	7	13	9	22	
Supply and Services	47	11	8	8	40	13	48	21	69	
Transport	150	25	30	4	184	12	214	16	230	
Treasury Board	6	0	0	0	6	1	6	1	7	
Veterans Affairs	34	7	5	4	27	11	32	15	47	
<b>Total</b>	<b>1 780</b>	<b>295</b>	<b>369</b>	<b>248</b>	<b>1 850</b>	<b>783</b>	<b>2 219</b>	<b>1 031</b>	<b>3 250</b>	

<sup>a</sup>The number of selection processes appealed is lower than the grand total of appeals, as there can be more than one appeal against a given selection process.

<sup>b</sup>Among the appeals not allowed are those that were dismissed, withdrawn by the appellant, or disposed of before being submitted to an appeal board because the department conceded the appeal, the appellant withdrew the appeal or had no right of appeal.



Table 59

**Appeals, status of delegation, appointing authority and type of selection process**

Number of appealable processes, selection processes appealed and disposition of appeal board decisions, by appointing authority and type of selection process, 1980

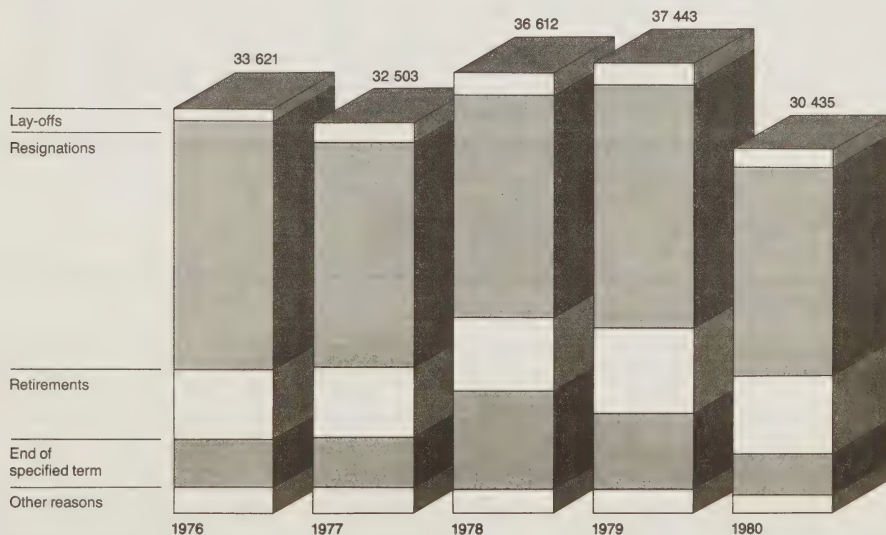
Appointing authority	Appealable selection processes	Selection processes appealed		Disposition of decisions		
		Total <sup>a</sup>	Allowed	Appeals allowed	Appeals not allowed <sup>b</sup>	Total <sup>a</sup>
<b>Public Service Commission</b>						
Closed competitions	1 012	123	13	17	137	154
Without competition	224	4	2	9	2	11
<b>Total</b>	<b>1 236</b>	<b>127</b>	<b>15</b>	<b>26</b>	<b>139</b>	<b>165</b>
<b>Departments</b>						
Closed competitions	17 121	1 462	246	452	1 978	2 430
Without competition	8 929	191	34	139	516	655
<b>Total</b>	<b>26 050</b>	<b>1 653</b>	<b>280</b>	<b>591</b>	<b>2 494</b>	<b>3 085</b>
<b>Public Service Commission and departments</b>						
Closed competitions	18 133	1 585	259	469	2 115	2 584
Without competition	9 153	195	36	148	518	666
<b>Total</b>	<b>27 286</b>	<b>1 780</b>	<b>295</b>	<b>617</b>	<b>2 633</b>	<b>3 250</b>

<sup>a</sup> The number of selection processes appealed is lower than the grand total of appeals, as there can be more than one appeal against a given selection process.

<sup>b</sup> Along the appeals not allowed are those that were dismissed, withdrawn by the appellant, or disposed of before being submitted to an appeal board because the department conceded the appeal, the appellant withdrew the appeal or had no right of appeal.

**Figure 5****Separations**

Separations and major reasons, 1976 to 1980



Note: Lay-off data for 1979 and 1980 were obtained from the Central Priorities Statistical Record, while those for previous years were obtained from separation documents.

**Table 60**

**Lay-off, category and sex**

Number of separations due to lay-off, by occupational category, reason for lay-off and sex, 1980

Occupational category	Reorganization			Privatization			Decentralization			Total		Grand total
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	
Senior Executive	4	0	4	1	0	1	0	0	0	5	0	5
Scientific and Professional	21	54	75	11	325	336	1	0	1	33	379	412
Administrative and Foreign Service	41	9	50	13	7	20	4	6	10	58	22	80
Technical	22	2	24	10	53	63	1	0	1	33	55	88
Administrative Support	21	57	78	5	121	126	5	48	53	31	226	257
Operational	69	14	83	254	360	614	0	0	0	323	374	697
<b>Total</b>	<b>178</b>	<b>136</b>	<b>314</b>	<b>294</b>	<b>866</b>	<b>1 160</b>	<b>11</b>	<b>54</b>	<b>65</b>	<b>483</b>	<b>1 056</b>	<b>1 539</b>

Note: Of the 866 woman lay-offs that resulted from privatization, 858 were due to the transfer of federal hospitals to provincial jurisdiction.

**Table 61**

**Lay-off, category and language group**

Number of separations due to lay-off, by occupational category, reason for lay-off and language group, 1980

Occupational Category	Reorganization			Privatization			Decentralization			Total		Grand total
	Anglo-phones <sup>a</sup>	Franco-phones <sup>a</sup>	Total	Anglo-phones <sup>a</sup>	Franco-phones <sup>a</sup>	Total	Anglo-phones <sup>a</sup>	Franco-phones <sup>a</sup>	Total	Anglo-phones <sup>a</sup>	Franco-phones <sup>a</sup>	
Senior Executive	2	2	4	1	0	1	0	0	0	3	2	5
Scientific and Professional	53	22	75	335	1	336	0	1	1	388	24	412
Administrative and Foreign Service	35	15	50	20	0	20	10	0	10	65	15	80
Technical	22	2	24	63	0	63	1	0	1	86	2	88
Administrative Support	64	14	78	126	0	126	53	0	53	243	14	257
Operational	57	26	83	611	3	614	0	0	0	668	29	697
<b>Total</b>	<b>233</b>	<b>81</b>	<b>314</b>	<b>1 156</b>	<b>4</b>	<b>1 160</b>	<b>64</b>	<b>1</b>	<b>65</b>	<b>1 453</b>	<b>86</b>	<b>1 539</b>

<sup>a</sup>Preferred working language of employee.

**Table 62**

**Separations and reasons**

Separations from the Public Service, by reason, 1979 and 1980

Reason for separation (except lay-off)	1979	1980
Released		
for breach of discipline or misconduct	112	92
for incompetence or incapacity	103	89
for political partisanship	0	0
for abandonment of position	310	259
Rejected during probation	657	450
Revocation of appointment	11	0
Retirement		
at age 65 or over	2 286	2 094
elective, at age 55-64	4 158	3 730
medical grounds	772	629
End of specified term	6 277	3 487
Death	766	666
Resignation	20 217	17 400
<b>Total<sup>a</sup></b>	<b>35 670</b>	<b>28 896</b>

Reasons for resignation <sup>b</sup>		
Outside employment (in private sector)	4 751	4 052
Another government agency	245	268
Governor in Council appointment	1	3
Return to school	1 148	1 065
Health	884	653
Family health	60	52
Relocation due to marriage	245	229
Better advancement opportunities	291	271
Greater job satisfaction	465	449
Higher salary	277	286
Higher allowances	29	29
Better fringe benefits	89	89
Employment outside Canada	47	41
Maternity	239	188
Domestic family responsibility	718	633
Lack of child care	77	78
Relocation of spouse	915	837
Part-time up to 29 hrs/wk.	57	48
Part-time over 29 hrs/wk.	10	3
Unspecified personal reasons	10 608	9 012

<sup>a</sup>Includes one separation in 1979 where the reason for separation was not specified.

<sup>b</sup>As employees may indicate more than one reason for resignation, the number of persons who resigned is lower than the number of reasons given.

Table 63

**Separations, category and sex**

Number and percentage of separations from the Public Service, by occupational category, reason and sex, 1979 and 1980

Occupational category	Reason for separation (except lay-off)	1979						1980					
		Men		Women		Total		Men		Women		Total	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Senior Executive	Released	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0
	Rejected during probation	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0
	Revocation of appointment	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0
	Retirement	61	96,8	2	3,2	63	100,0	57	100,0	0	0,0	57	100,0
	End of specified term	1	100,0	0	0,0	1	100,0	0	0,0	0	0,0	0	0,0
	Death	2	100,0	0	0,0	2	100,0	2	66,7	1	33,3	3	100,0
	Resignation	34	100,0	0	0,0	34	100,0	43	95,6	2	4,4	45	100,0
	<b>Total<sup>a</sup></b>	<b>98</b>	<b>98,0</b>	<b>2</b>	<b>2,0</b>	<b>100</b>	<b>100,0</b>	<b>102</b>	<b>97,1</b>	<b>3</b>	<b>2,9</b>	<b>105</b>	<b>100,0</b>
Scientific and Professional	Released	10	66,7	5	33,3	15	100,0	8	72,7	3	27,3	11	100,0
	Rejected during probation	14	73,7	5	26,3	19	100,0	4	36,4	7	63,6	11	100,0
	Revocation of appointment	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0
	Retirement	410	88,9	51	11,1	461	100,0	346	87,2	51	12,8	397	100,0
	End of specified term	119	49,0	124	51,0	243	100,0	56	45,5	67	54,5	123	100,0
	Death	46	90,2	5	9,8	51	100,0	35	83,3	7	16,7	42	100,0
	Resignation	877	52,2	803	47,8	1 680	100,0	738	51,7	689	48,3	1 427	100,0
	<b>Total</b>	<b>1 476</b>	<b>59,8</b>	<b>993</b>	<b>40,2</b>	<b>2 469</b>	<b>100,0</b>	<b>1 187</b>	<b>59,0</b>	<b>824</b>	<b>41,0</b>	<b>2 011</b>	<b>100,0</b>
Administrative and Foreign Service	Released	21	84,0	4	16,0	25	100,0	28	87,5	4	12,5	32	100,0
	Rejected during probation	22	66,7	11	33,3	33	100,0	13	72,2	5	27,8	18	100,0
	Revocation of appointment	0	0,0	1	100,0	1	100,0	0	0,0	0	0,0	0	0,0
	Retirement	1 405	84,5	257	15,5	1 662	100,0	1 235	85,6	207	14,4	1 442	100,0
	End of specified term	220	51,5	207	48,5	427	100,0	99	45,6	118	54,4	217	100,0
	Death	120	87,0	18	13,0	138	100,0	109	88,6	14	11,4	123	100,0
	Resignation	1 411	62,0	864	38,0	2 275	100,0	1 241	60,3	816	39,7	2 057	100,0
	<b>Total</b>	<b>3 199</b>	<b>70,1</b>	<b>1 362</b>	<b>29,9</b>	<b>4 561</b>	<b>100,0</b>	<b>2 725</b>	<b>70,1</b>	<b>1 164</b>	<b>29,9</b>	<b>3 889</b>	<b>100,0</b>
Technical	Released	19	90,5	2	9,5	21	100,0	8	72,7	3	27,3	11	100,0
	Rejected during probation	91	93,8	6	6,2	97	100,0	49	87,5	7	12,5	56	100,0
	Revocation of appointment	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0
	Retirement	560	93,5	39	6,5	599	100,0	531	93,7	36	6,3	567	100,0
	End of specified term	207	63,3	120	36,7	327	100,0	80	66,7	40	33,3	120	100,0
	Death	77	98,7	1	1,3	78	100,0	51	96,2	2	3,8	53	100,0
	Resignation	962	78,1	270	21,9	1 232	100,0	820	73,9	290	26,1	1 110	100,0
	<b>Total</b>	<b>1 916</b>	<b>81,4</b>	<b>438</b>	<b>18,6</b>	<b>2 354</b>	<b>100,0</b>	<b>1 539</b>	<b>80,3</b>	<b>378</b>	<b>19,7</b>	<b>1 917</b>	<b>100,0</b>
Administrative Support	Released	31	36,5	54	63,5	85	100,0	17	26,6	47	73,4	64	100,0
	Rejected during probation	37	26,1	105	73,9	142	100,0	42	33,1	85	66,9	127	100,0
	Revocation of appointment	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0
	Retirement	342	24,7	1 043	75,3	1 385	100,0	289	25,9	825	74,1	1 114	100,0
	End of specified term	599	17,1	2 905	82,9	3 504	100,0	300	15,8	1 597	84,2	1 897	100,0
	Death	62	44,0	79	56,0	141	100,0	52	47,3	58	52,7	110	100,0
	Resignation	1 046	13,4	6 742	86,6	7 788	100,0	910	13,1	6 011	86,9	6 921	100,0
	<b>Total<sup>b</sup></b>	<b>2 117</b>	<b>16,2</b>	<b>10 929</b>	<b>83,8</b>	<b>13 046</b>	<b>100,0</b>	<b>1 610</b>	<b>15,7</b>	<b>8 623</b>	<b>84,3</b>	<b>10 233</b>	<b>100,0</b>



Table 63 cont'd

Occupational category	Reason for separation (except lay-off)	1979						1980					
		Men		Women		Total		Men		Women		Total	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Operational	Released	296	78,7	80	21,3	376	100,0	260	80,7	62	19,3	322	100,0
	Rejection during probation	252	68,9	114	31,1	366	100,0	164	68,9	74	31,1	238	100,0
	Revocation of appointment	10	100,0	0	0,0	10	100,0	0	0,0	0	0,0	0	0,0
	Retirement	2 806	92,2	239	7,8	3 045	100,0	2 526	87,8	350	12,2	2 876	100,0
	End of specified term	1 624	91,5	151	8,5	1 775	100,0	963	85,3	166	14,7	1 129	100,0
	Death	316	88,8	40	11,2	356	100,0	306	91,3	29	8,7	335	100,0
	Resignation	4 778	66,7	2 381	33,3	7 159	100,0	3 689	63,5	2 116	36,5	5 805	100,0
	<b>Total</b>	<b>10 082</b>	<b>77,0</b>	<b>3 005</b>	<b>23,0</b>	<b>13 087</b>	<b>100,0</b>	<b>7 908</b>	<b>73,9</b>	<b>2 797</b>	<b>26,1</b>	<b>10 705</b>	<b>100,0</b>
All categories <sup>c</sup>	Released	379	72,2	146	27,8	525	100,0	321	73,0	119	27,0	440	100,0
	Rejection during probation	416	63,3	241	36,7	657	100,0	272	60,4	178	39,6	450	100,0
	Revocation of appointment	10	90,9	1	9,1	11	100,0	0	0,0	0	0,0	0	100,0
	Retirement	5 585	77,4	1 631	22,6	7 216	100,0	4 984	77,2	1 469	22,8	6 453	100,0
	End of specified term	2 770	44,1	3 507	55,9	6 277	100,0	1 499	43,0	1 988	57,0	3 487	100,0
	Death	623	81,3	143	18,7	766	100,0	555	83,3	111	16,7	666	100,0
	Resignation	9 136	45,2	11 081	54,8	20 217	100,0	7 458	42,9	9 942	57,1	17 400	100,0
	<b>Grand total</b>	<b>18 919</b>	<b>53,0</b>	<b>16 751</b>	<b>47,0</b>	<b>35 670</b>	<b>100,0</b>	<b>15 089</b>	<b>52,2</b>	<b>13 807</b>	<b>47,8</b>	<b>28 896</b>	<b>100,0</b>

Total does not include 6 additional separations of women in the Senior Executive Category in 1980, for which no separation documents were received.

In one case in 1979 the reason for separation was not specified on the separation document.

Includes 53 separations in 1979 and 36 in 1980 from positions not converted to one of the six occupational categories.

Table 64

**Separations, category and language group**

Number and percentage of separations from the Public Service, by occupational category, reason, sex and language, 1979 and 1980

Occupational category	Reason for separation (except lay-off)	1979						1980					
		Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Franco-phones and Anglo-phones	Total <sup>b</sup>	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Franco-phones and Anglo-phones	Total <sup>b</sup>
		No.	%	No.	%			No.	%	No.	%		
Senior Executive	Released	0	0,0	0	0,0	0	0	0	0,0	0	0,0	0	0
	Rejected during probation	0	0,0	0	0,0	0	0	0	0,0	0	0,0	0	0
	Revocation of appointment	0	0,0	0	0,0	0	0	0	0,0	0	0,0	0	0
	Retirement	59	95,2	3	4,8	62	63	55	96,5	2	3,5	57	57
	End of specified term	1	100,0	0	0,0	1	1	0	0,0	0	0,0	0	0
	Death	2	100,0	0	0,0	2	2	3	100,0	0	0,0	3	3
	Resignation	26	76,5	8	23,5	34	34	36	81,8	8	18,2	44	45
	<b>Total<sup>c</sup></b>	<b>88</b>	<b>88,9</b>	<b>11</b>	<b>11,1</b>	<b>99</b>	<b>100</b>	<b>94</b>	<b>90,4</b>	<b>10</b>	<b>9,6</b>	<b>104</b>	<b>105</b>
Scientific and Professional	Released	8	57,1	6	42,9	14	15	6	60,0	4	40,0	10	11
	Rejected during probation	17	89,5	2	10,5	19	19	8	72,7	3	27,3	11	11
	Revocation of appointment	0	0,0	0	0,0	0	0	0	0,0	0	0,0	0	0
	Retirement	413	89,6	48	10,4	461	461	355	89,6	41	10,4	396	397
	End of specified term	197	81,7	44	18,3	241	243	99	80,5	24	19,5	123	123
	Death	48	94,1	3	5,9	51	51	40	95,2	2	4,8	42	42
	Resignation	1 364	81,6	308	18,4	1 672	1 680	1 231	86,5	192	13,5	1 423	1 427
	<b>Total</b>	<b>2 047</b>	<b>83,3</b>	<b>411</b>	<b>16,7</b>	<b>2 458</b>	<b>2 469</b>	<b>1 739</b>	<b>86,7</b>	<b>266</b>	<b>13,3</b>	<b>2 005</b>	<b>2 011</b>
Administrative and Foreign Service	Released	18	75,0	6	25,0	24	25	23	71,9	9	28,1	32	32
	Rejected during probation	22	68,8	10	31,3	32	33	11	64,7	6	35,3	17	18
	Revocation of appointment	0	0,0	1	100,0	1	1	0	0,0	0	0,0	0	0
	Retirement	1 405	85,2	245	14,8	1 650	1 662	1 192	83,0	245	17,0	1 437	1 442
	End of specified term	318	75,2	105	24,8	423	427	154	71,0	63	29,0	217	217
	Death	106	77,9	30	22,1	136	138	95	77,2	28	22,8	123	123
	Resignation	1 668	73,9	589	26,1	2 257	2 275	1 611	78,7	435	21,3	2 046	2 057
	<b>Total</b>	<b>3 537</b>	<b>78,2</b>	<b>986</b>	<b>21,8</b>	<b>4 523</b>	<b>4 561</b>	<b>3 086</b>	<b>79,7</b>	<b>786</b>	<b>20,3</b>	<b>3 872</b>	<b>3 889</b>
Technical	Released	18	85,7	3	14,3	21	21	8	72,7	3	27,3	11	11
	Rejected during probation	70	72,9	26	27,1	96	97	40	71,4	16	28,6	56	56
	Revocation of appointment	0	0,0	0	0,0	0	0	0	0,0	0	0,0	0	0
	Retirement	530	88,8	67	11,2	597	599	478	84,9	85	15,1	563	567
	End of specified term	269	82,5	57	17,5	326	327	106	89,1	13	10,9	119	120
	Death	63	80,8	15	19,2	78	78	45	86,5	7	13,5	52	53
	Resignation	1 067	87,2	157	12,8	1 224	1 232	999	90,4	106	9,6	1 105	1 110
	<b>Total</b>	<b>2 017</b>	<b>86,1</b>	<b>325</b>	<b>13,9</b>	<b>2 342</b>	<b>2 354</b>	<b>1 676</b>	<b>87,9</b>	<b>230</b>	<b>12,1</b>	<b>1 906</b>	<b>1 917</b>

Table 64 cont'd

Occupational category	Reason for separation (except lay-off)	1979						1980					
		Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Franco-phones and Anglo-phones	Total <sup>b</sup>	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Franco-phones and Anglo-phones	Total <sup>b</sup>
		No.	%	No.	%			No.	%	No.	%		
Administrative support	Released	59	70,2	25	29,8	84	85	45	70,3	19	29,7	64	64
	Rejected during probation	98	69,0	44	31,0	142	142	79	62,2	48	37,8	127	127
	Revocation of appointment	0	0,0	0	0,0	0	0	0	0,0	0	0,0	0	0
	Retirement	1 152	83,5	228	16,5	1 380	1 385	917	82,6	193	17,4	1 110	1 114
	End of specified term	2 119	60,9	1 358	39,1	3 477	3 504	1 091	58,1	788	41,9	1 879	1 897
	Death	108	76,6	33	23,4	141	141	86	78,2	24	21,8	110	110
	Resignation	5 931	76,6	1 807	23,4	7 738	7 788	5 393	78,3	1 496	21,7	6 889	6 921
	<b>Total<sup>d</sup></b>	<b>9 467</b>	<b>73,0</b>	<b>3 496</b>	<b>27,0</b>	<b>12 963</b>	<b>13 046</b>	<b>7 611</b>	<b>74,8</b>	<b>2 568</b>	<b>25,2</b>	<b>10 179</b>	<b>10 233</b>
Operational	Released	291	77,8	83	22,2	374	376	259	80,4	63	19,6	322	322
	Rejected during probation	291	79,5	75	20,5	366	366	191	80,3	47	19,7	238	238
	Revocation of appointment	5	50,0	5	50,0	10	10	0	0,0	0	0,0	0	0
	Retirement	2 474	81,4	566	18,6	3 040	3 045	2 284	79,6	586	20,4	2 870	2 876
	End of specified term	1 257	70,9	515	29,1	1 772	1 775	792	70,2	336	29,8	1 128	1 129
	Death	272	76,8	82	23,2	354	356	261	77,9	74	22,1	335	335
	Resignation	6 296	88,0	857	12,0	7 153	7 159	5 100	87,9	700	12,1	5 800	5 805
	<b>Total</b>	<b>10 886</b>	<b>83,3</b>	<b>2 183</b>	<b>16,7</b>	<b>13 069</b>	<b>13 087</b>	<b>8 887</b>	<b>83,1</b>	<b>1 806</b>	<b>16,9</b>	<b>10 693</b>	<b>10 705</b>
All categories <sup>e</sup>	Released	397	76,3	123	23,7	520	525	341	77,7	98	22,3	439	440
	Rejected during probation	498	76,0	157	24,0	655	657	329	73,3	120	26,7	449	450
	Revocation of appointment	5	45,5	6	54,5	11	11	0	0,0	0	0,0	0	0
	Retirement	6 034	83,9	1 157	16,1	7 191	7 216	5 281	82,1	1 152	17,9	6 433	6 453
	End of specified term	4 161	66,7	2 079	33,3	6 240	6 277	2 243	64,7	1 224	35,3	3 467	3 487
	Death	599	78,6	163	21,4	762	766	530	79,7	135	20,3	665	666
	Resignation	16 397	81,5	3 730	18,5	20 127	20 217	14 402	83,0	2 940	17,0	17 342	17 400
	<b>Grand total<sup>c</sup></b>	<b>28 091</b>	<b>79,1</b>	<b>7 416</b>	<b>20,9</b>	<b>35 507</b>	<b>35 670</b>	<b>23 126</b>	<b>80,3</b>	<b>5 669</b>	<b>19,7</b>	<b>28 795</b>	<b>28 896</b>

<sup>a</sup> Preferred working language.<sup>b</sup> Includes 163 employees in 1979 and 101 in 1980 for whom language group was not specified.<sup>c</sup> Total does not include 6 additional separations (5 Anglophones, 1 francophone) in the Senior Executive category in 1980, for which no separation documents were received.<sup>d</sup> One case in 1979 the reason for separation was not specified on the separation document.<sup>e</sup> Includes 53 separations in 1979 and 36 in 1980 from positions not converted to one of the six occupational categories.

Table 65

**Developmental training and location**

Number of participants taking Public Service Commission developmental training courses, by location, 1979 and 1980

Location	1979		1980	
	Courses	Participants	Courses	Participants
National Capital Region	461	8 116	434	8 900
Vancouver	40	539	45	581
Edmonton	29	401	36	447
Winnipeg	29	381	39	583
Toronto	41	625	48	662
Montréal	31	449	31	538
Halifax	53	719	41	559
<b>Total</b>	<b>684</b>	<b>11 230</b>	<b>674</b>	<b>12 270</b>

Table 66

**Developmental training and language of instruction**

Number of Public Service Commission developmental training courses conducted, by field and language of instruction, 1979 and 1980

Field	1979				1980			
	Courses offered <sup>a</sup>	Courses given			Courses offered <sup>a</sup>	Courses given		
		English	French	Total		English	French	Total
Executive Education <sup>b</sup>	25	36	10	57	53	36	4	40
Middle Management Development	63	75	16	91	65	39	4	43
Supervisory and Administrative Support Development	14	45	12	57	15	45	20	65
Continuing Education	28	160	27	187	26	163	31	194
Management Sciences	22	91	13	104	27	78	12	90
Management Analysis	11	43	4	47	12	54	7	63
Personnel Administration	14	65	17	82	16	88	24	112
Electronic Data Processing	22	55	2	57	26	60	7	67
Other <sup>c</sup>	2	2	0	2	1	1	0	1
<b>Total<sup>b</sup></b>	<b>201</b>	<b>572</b>	<b>101</b>	<b>684</b>	<b>241</b>	<b>564</b>	<b>109</b>	<b>674</b>

<sup>a</sup>Some of the courses offered were not given and others were given more than once.<sup>b</sup>Includes 11 bilingual courses in 1979 and one in 1980.<sup>c</sup>Offered in conjunction with provincial governments or universities.



Table 67

**Language training, category and enrolments**

Number of enrolments in continuous courses, by occupational category and language studied, 1980

Occupational category	Enrolments								
	French course			English course			Total		Grand total
	1979 <sup>a</sup>	1980	Total	1979 <sup>a</sup>	1980	Total	1979 <sup>a</sup>	1980	
Senior Executive	7	30	37	0	0	0	7	30	37
Scientific and Professional	118	187	305	10	27	37	128	214	342
Administrative and Foreign Service	253	513	766	30	80	110	283	593	876
Technical	49	130	179	34	66	100	83	196	279
Administrative Support	299	672	971	97	257	354	396	929	1 325
Operational	26	68	94	28	102	130	54	170	224
Other <sup>b</sup>	89	154	243	30	24	54	119	178	297
<b>Total</b>	<b>841</b>	<b>1 754</b>	<b>2 595</b>	<b>229</b>	<b>556</b>	<b>785</b>	<b>1 070</b>	<b>2 310</b>	<b>3 380</b>

<sup>a</sup>ives only students enrolled in 1979 who continued  
their training in 1980.

<sup>b</sup>tudents not under the *Public Service Employment Act*.

Table 68

**Language training, category and status of student**

Number of students on continuous courses, by occupational category, status of student and language studied, 1980

Occupational category	Status of student's training	Language studied		Total
		French	English	
Senior Executive	Completed <sup>a</sup>	14	0	14
	Discontinued <sup>b</sup>	7	0	7
	Not completed <sup>c</sup>	14	0	14
	Suspended <sup>d</sup>	2	0	2
	<b>Total</b>	<b>37</b>	<b>0</b>	<b>37</b>
Scientific and Professional	Completed	158	20	178
	Discontinued	28	2	30
	Not completed	106	14	120
	Suspended	13	1	14
	<b>Total</b>	<b>305</b>	<b>37</b>	<b>342</b>
Administrative and Foreign Service	Completed	385	43	428
	Discontinued	80	8	88
	Not completed	273	59	332
	Suspended	28	0	28
	<b>Total</b>	<b>766</b>	<b>110</b>	<b>876</b>
Technical	Completed	79	51	130
	Discontinued	14	6	20
	Not completed	81	41	122
	Suspended	5	2	7
	<b>Total</b>	<b>179</b>	<b>100</b>	<b>279</b>
Administrative Support	Completed	481	179	660
	Discontinued	83	22	105
	Not completed	368	144	512
	Suspended	39	9	48
	<b>Total</b>	<b>971</b>	<b>354</b>	<b>1 325</b>
Operational	Completed	35	60	95
	Discontinued	16	13	29
	Not completed	43	54	97
	Suspended	0	3	3
	<b>Total</b>	<b>94</b>	<b>130</b>	<b>224</b>
Other <sup>e</sup>	Completed	90	29	119
	Discontinued	26	5	31
	Not completed	120	20	140
	Suspended	7	0	7
	<b>Total</b>	<b>243</b>	<b>54</b>	<b>297</b>
All categories	Completed	1 242	382	1 624
	Discontinued	254	56	310
	Not completed	1 005	332	1 337
	Suspended	94	15	109
	<b>Grand total</b>	<b>2 595</b>	<b>785</b>	<b>3 380</b>

<sup>a</sup>Students who took the Language Knowledge Examination (LKE).<sup>b</sup>Students who withdrew from training, were recalled by their department or were withdrawn by the Commission.<sup>c</sup>Students who are continuing their training in 1981.<sup>d</sup>Students who foresaw interrupting their training in 1980 and plan to continue in 1981.<sup>e</sup>Students not under the Public Service Employment Act.

Table 69

Language training, category and Language Knowledge Examination

Number of students on continuous courses who have completed their training and who were successful in the Language Knowledge Examination (LKE), by occupational category and language studied, 1980

Occupational category	Language studied						Total		
	French			English					
	Training completed	Successful LKE		Training completed	Successful LKE		Training completed	Successful LKE	
		No.	%		No.	%		No.	%
Senior Executive	14	14	100,0	0	0	0	14	14	100,0
Scientific and Professional	158	156	98,7	20	20	100,0	178	176	98,9
Administrative and Foreign Service	385	375	97,4	43	43	100,0	428	418	97,7
Technical	79	78	98,7	51	51	100,0	130	129	99,2
Administrative Support	481	473	98,3	179	179	100,0	660	652	98,8
Operational	35	32	91,4	60	60	100,0	95	92	96,8
Other*	90	85	94,4	29	29	100,0	119	114	95,8
Total	1 242	1 213	97,7	382	382	100,0	1 624	1 595	98,2

\*Students not under the Public Service Employment Act.







Tableau 69

**Formation linguistique, catégorie professionnelle et Examen de connaissance de langue**

Répartition, en nombre, des étudiants aux cours continus ayant terminé leur formation et répartition, en nombre et pourcentage, de ceux qui ont réussi à l'Examen de connaissance de langue (E.C.L.), selon la catégorie professionnelle et la langue étudiée, 1980

Langue étudiée									
Français			Anglais			Total			
Réussite à l'E.C.L.			Réussite à l'E.C.L.			Réussite à l'E.C.L.			
Formation terminée	N.	%	Formation terminée	N.	%	Formation terminée	N.	%	
Haute direction	14	100,0	0	0	0,0	14	14	100,0	
Scientifiques et spécialistes	158	98,7	20	20	100,0	178	176	98,9	
Administration et service extérieur	385	97,4	43	43	100,0	428	418	97,7	
Techniciens	79	98,7	51	179	100,0	130	129	99,2	
Soutien administratif	481	98,3	179	60	100,0	660	652	98,8	
Exploitation	35	91,4	60	60	100,0	95	92	96,8	
Autres*	90	94,4	29	29	100,0	119	114	95,8	
<b>Total</b>	<b>1 242</b>	<b>97,7</b>	<b>382</b>	<b>382</b>	<b>100,0</b>	<b>1 624</b>	<b>1 595</b>	<b>98,2</b>	

\*Étudiants qui ne sont pas assujettis à la Loi sur l'emploi dans la Fonction publique.

Tableau 68

## Formation linguistique, catégorie professionnelle et statut de l'étudiant

Répartition, en nombre, des étudiants aux cours continus selon la catégorie professionnelle, le statut de l'étudiant en regard de sa formation et la langue étudiée, 1980

Catégorie professionnelle	Formation	Langue étudiée		Total
		Français	Anglais	
Haute direction	Terminée <sup>a</sup>	14	0	1
	Discontinué <sup>b</sup>	7	0	1
	Non terminée <sup>c</sup>	14	0	1
	Suspendu <sup>d</sup>	2	0	1
	<b>Total</b>	<b>37</b>	<b>0</b>	<b>3</b>
Scientifiques et spécialistes	Terminée	158	20	17
	Discontinué	28	2	3
	Non terminée	106	14	12
	Suspendu	13	1	1
	<b>Total</b>	<b>305</b>	<b>37</b>	<b>34</b>
Administration et service extérieur	Terminée	385	43	42
	Discontinué	80	8	6
	Non terminée	273	59	36
	Suspendu	28	0	2
	<b>Total</b>	<b>766</b>	<b>110</b>	<b>87</b>
Techniciens	Terminée	79	51	13
	Discontinué	14	6	2
	Non terminée	81	41	12
	Suspendu	5	2	2
	<b>Total</b>	<b>179</b>	<b>100</b>	<b>27</b>
Soutien administratif	Terminée	481	179	66
	Discontinué	83	22	10
	Non terminée	368	144	51
	Suspendu	39	9	4
	<b>Total</b>	<b>971</b>	<b>354</b>	<b>132</b>
Exploitation	Terminée	35	60	6
	Discontinué	16	13	2
	Non terminée	43	54	6
	Suspendu	0	3	1
	<b>Total</b>	<b>94</b>	<b>130</b>	<b>22</b>
Autres <sup>e</sup>	Terminée	90	29	11
	Discontinué	26	5	3
	Non terminée	120	20	14
	Suspendu	7	0	2
	<b>Total</b>	<b>243</b>	<b>54</b>	<b>29</b>
Toutes les catégories	Terminée	1 242	382	1 62
	Discontinué	254	56	31
	Non terminée	1 005	332	1 33
	Suspendu	94	15	10
	<b>Grand total</b>	<b>2 595</b>	<b>785</b>	<b>3 38</b>

<sup>a</sup>Étudiants soumis à l'Examen de connaissance de langue (E.C.L.).<sup>b</sup>Étudiants qui ont abandonné leur cours, ont été rappelés par leur ministère ou ont été retirés par la Commission.<sup>c</sup>Étudiants qui poursuivent leur formation en 1981.<sup>d</sup>Étudiants qui ont prévu interrompre leur formation en 1980 et la reprendre en 1981.<sup>e</sup>Étudiants qui ne sont pas assujettis à la Loi sur l'emploi dans la fonction publique.

Tableau 67

Formation linguistique, catégorie professionnelle et inscriptions

répartition, en nombre, des inscriptions aux cours continus selon la catégorie professionnelle et la langue enseignée, 1980

Inscriptions		Cours de français		Cours d'anglais		Total	
		1979*		1980		1979*	
		Total	2 595	Total	2 229	Total	1 070
catégorie professionnelle	1979*	1980	1979*	1980	1979*	1980	1979*
haute direction	7	30	37	0	0	0	7
scientifiques et spécialistes	118	187	305	10	27	37	128
administration et service extérieur	253	513	766	30	80	110	283
techniciens	49	130	179	34	66	100	83
outils administratifs	299	672	971	97	257	354	396
exploitation	26	68	94	28	102	130	54
autres*	89	154	243	30	24	54	119
Total	841	1 754	2 595	229	556	785	1 070
	2 310	2 310	2 310	2 310	2 310	2 310	2 310
	3 380	3 380	3 380	3 380	3 380	3 380	3 380

\* tient compte que des étudiants inscrits en 1979 qui poursuivent leur cours en 1980.

ins la Fonction publique.

étudiants qui ne sont pas assujettis à la Loi sur l'emploi

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Tableau 65

Formation professionnelle et lieu des cours

Répartition, en nombre, des cours de formation professionnelle de la Commission selon le lieu des cours et le nombre de participants, 1979 et 1980

Lieu des cours	1979		1980	
	Cours	Participants	Cours	Participants
Région de la capitale nationale	461	8 116	434	8 900
Vancouver	40	539	45	581
Edmonton	29	401	36	447
Winnipeg	29	381	39	583
Toronto	41	625	48	662
Montréal	31	449	31	538
Halifax	53	719	41	559
Total	684	11 230	674	12 270

Tableau 66

Formation professionnelle et langue d'enseignement

Répartition, en nombre, des cours de formation professionnelle de la Commission selon la concentration et la langue d'enseignement, 1979 et 1980

	1979		1980	
	Cours offerts <sup>a</sup>	Cours donnés	Cours offerts <sup>a</sup>	Cours donnés
Concentration				
Formation des cadres de la haute direction <sup>b</sup>	25	36	57	53
Formation des cadres intermédiaires	63	75	16	91
Formation des superviseurs et du personnel de soutien administratif	14	45	12	57
Education permanente	28	160	27	187
Sciences de la gestion	22	91	13	104
Analyse de la gestion	11	43	4	47
Gestion du personnel	14	65	17	82
Informatique	22	55	2	57
Autres <sup>c</sup>	2	2	0	2
Total <sup>d</sup>	201	572	101	684
Autres <sup>e</sup>	2	2	1	1
Formation des cadres de la haute direction <sup>b</sup>	564	564	564	564
Formation des cadres intermédiaires	109	109	109	109
Formation des superviseurs et du personnel de soutien administratif	67	67	67	67

<sup>a</sup>Certains des cours offerts peuvent ne pas être donnés et d'autres, être donnés plus d'une fois.  
<sup>b</sup>Comprend 11 cours donnés dans les deux langues en 1979 et un en 1980.  
<sup>c</sup>En collaboration avec les gouvernements provinciaux et les universités.

Catégorie professionnelle	Motif (sauf mise en disponibilité)	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Total <sup>b</sup>	Soutien administratif	Renvoi en cours de période d'essai	Révocation de la nomination	Retraite	Fin de période déterminée	Décès	Démission	Total <sup>c</sup>	Licencement	Toutes les catégories <sup>d</sup>																																																																																																																																																																																																								
		N.	%	N.	%	N.	%	N.	%																																																																																																																																																																																																																			
		59	70,2	25	29,8	84	85	45	70,3	19	29,7	64	64	98	69,0	44	31,0	142	142	79	62,2	48	37,8	127	127	2 119	60,9	1 358	39,1	3 477	3 504	1 091	58,1	788	41,9	1 879	1 897	108	76,6	33	23,4	141	141	86	78,2	24	21,8	110	110	5 931	76,6	1 807	23,4	7 738	7 788	5 393	69,3	1 496	21,7	6 889	6 921	291	77,8	83	22,2	374	376	259	80,4	63	19,6	322	322	2 474	81,4	566	18,6	3 040	3 045	2 284	79,6	586	20,4	2 870	2 876	1 257	70,9	515	29,1	1 772	1 775	792	70,2	336	29,8	1 128	1 129	272	76,8	82	23,2	354	356	261	77,9	74	22,1	335	335	6 296	88,0	857	12,0	7 153	7 159	5 100	87,9	700	12,1	5 800	5 805	498	76,0	157	24,0	655	657	329	73,3	120	26,7	449	450	10 886	83,3	2 183	16,7	13 069	13 087	8 887	83,1	1 806	16,9	10 693	10 705	4 161	66,7	2 079	33,3	6 240	6 277	2 243	64,7	1 224	35,3	3 467	3 487	599	78,6	163	21,4	762	766	530	79,7	135	20,3	665	666	16 397	81,5	3 730	18,5	20 127	20 217	14 402	83,0	2 940	17,0	17 342	17 400	28 091	79,1	7 416	20,9	35 507	35 670	23 126	80,3	5 669	19,7	28 795	28 896	Grand total																										

1980

1979

Tableau 64

**Cessations d'emploi, catégorie professionnelle et groupe linguistique**  
Répartition, en nombre et pourcentage, des cessations d'emploi selon la catégorie professionnelle, le motif et le groupe linguistique, 1979 et 1980

Catégorie professionnelle	Motif (sauf mise en disponibilité)	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglo-phones et Franco-phones		Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglophones <sup>a</sup> et Franco-phones		Total
		N.	%	N.	%	N.	%	N.	%	N.	%	N.	%	
Haute direction	Licenciement	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0
	Renvoi en cours de période d'essai	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0
	Révocation de la nomination	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0
	Retraite	59	95,2	3	4,8	62	63	55	96,5	2	3,5	57	57	57
	Fin de période déterminée	1	100,0	0	0,0	1	1	0	0,0	0	0,0	0	0,0	0
	Décès	2	100,0	0	0,0	2	2	3	100,0	0	0,0	3	3	3
	Démision	26	76,5	8	23,5	34	34	36	81,8	8	18,2	44	44	44
	Total	88	88,9	11	11,1	99	100	94	90,4	10	9,6	104	104	104
	Licenciement	8	57,1	6	42,9	14	15	6	60,0	4	40,0	10	10	10
	Renvoi en cours de période d'essai	17	89,5	2	10,5	19	19	8	72,7	3	27,3	11	11	11
Scientifiques et spécialistes	Révocation de la nomination	0	0,0	0	0,0	0	0	0	0,0	0	0,0	0	0,0	0
	Retraite	413	89,6	48	10,4	461	461	355	89,6	41	10,4	396	396	396
	Fin de période déterminée	197	81,7	44	18,3	241	243	99	80,5	24	19,5	123	123	123
	Décès	48	94,1	3	5,9	51	51	40	96,2	2	4,8	42	42	42
	Démision	1 364	81,6	308	18,4	1 672	1 680	1 231	86,5	192	13,5	1 423	1 423	1 423
	Total	2 047	83,3	411	16,7	2 458	2 469	1 739	86,7	266	13,3	2 005	2 005	2 005
	Licenciement	18	75,0	6	25,0	24	25	23	71,9	9	28,1	32	32	32
	Renvoi en cours de période d'essai	22	68,8	10	31,3	32	33	11	64,7	6	35,3	17	17	17
	Révocation de la nomination	0	0,0	1	100,0	1	1	0	0,0	0	0,0	0	0,0	0
	Retraite	1 405	85,2	245	14,8	1 650	1 662	1 192	83,0	245	17,0	1 437	1 437	1 437
Administration et service extérieur	Fin de période déterminée	318	75,2	105	24,8	423	427	154	71,0	63	29,0	217	217	217
	Décès	106	77,9	30	22,1	136	138	95	77,2	28	22,8	123	123	123
	Démision	1 668	73,9	589	26,1	2 257	2 275	1 611	78,7	435	21,3	2 046	2 046	2 046
	Total	3 537	78,2	986	21,8	4 523	4 561	3 086	79,7	786	20,3	3 872	3 872	3 872
	Licenciement	18	85,7	3	14,3	21	21	8	72,7	3	27,3	11	11	11
	Renvoi en cours de période d'essai	70	72,9	26	27,1	96	97	40	71,4	16	28,6	56	56	56
	Révocation de la nomination	0	0,0	0	0,0	0	0	0	0,0	0	0,0	0	0,0	0
	Retraite	530	88,8	67	11,2	597	599	478	84,9	85	15,1	563	563	563
	Fin de période déterminée	269	82,5	57	17,5	326	327	106	89,1	13	10,9	119	119	119
	Décès	63	80,8	15	19,2	78	78	45	86,5	7	13,5	52	52	52
Techniciens	Démision	1 067	87,2	157	12,8	1 224	1 232	999	90,4	106	9,6	1 105	1 105	1 105
	Total	2 017	86,1	325	13,9	2 342	2 354	1 676	87,9	230	12,1	1 906	1 906	1 906
	Licenciement	18	85,7	3	14,3	21	21	8	72,7	3	27,3	11	11	11
	Renvoi en cours de période d'essai	70	72,9	26	27,1	96	97	40	71,4	16	28,6	56	56	56
	Révocation de la nomination	0	0,0	0	0,0	0	0	0	0,0	0	0,0	0	0,0	0
	Retraite	530	88,8	67	11,2	597	599	478	84,9	85	15,1	563	563	563
	Fin de période déterminée	269	82,5	57	17,5	326	327	106	89,1	13	10,9	119	119	119
	Décès	63	80,8	15	19,2	78	78	45	86,5	7	13,5	52	52	52
	Démision	1 067	87,2	157	12,8	1 224	1 232	999	90,4	106	9,6	1 105	1 105	1 105
	Total	2 017	86,1	325	13,9	2 342	2 354	1 676	87,9	230	12,1	1 906	1 906	1 906

1979 1980

Motif (sauf mise professionnelle en disponibilité)	Hommes		Femmes		Total		Hommes		Femmes		Total	
	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%
Exploitation	296	78,7	80	21,3	376	100,0	260	80,7	62	19,3	322	100,0
Renvoi en cours de période d'essai	252	68,9	114	31,1	366	100,0	164	68,9	74	31,1	238	100,0
Revocation de la nomination	10	100,0	0	0,0	10	100,0	0	0,0	0	0,0	0	0,0
Retraite	2 806	92,2	239	7,8	3 045	100,0	2 526	87,8	350	12,2	2 876	100,0
Fin de période déterminée	1 624	91,5	151	8,5	1 775	100,0	963	85,3	166	14,7	1 129	100,0
Décès	316	88,8	40	11,2	356	100,0	306	91,3	29	8,7	335	100,0
Démision	4 778	66,7	2 381	33,3	7 159	100,0	3 689	63,5	2 116	36,5	5 805	100,0
<b>Total</b>	<b>10 082</b>	<b>77,0</b>	<b>3 005</b>	<b>23,0</b>	<b>13 087</b>	<b>100,0</b>	<b>7 908</b>	<b>73,9</b>	<b>2 797</b>	<b>26,1</b>	<b>10 705</b>	<b>100,0</b>
Licenciemnt	379	72,2	146	27,8	525	100,0	321	73,0	119	27,0	440	100,0
Renvoi en cours de période d'essai	416	63,3	241	36,7	657	100,0	272	60,4	178	39,6	450	100,0
Revocation de la nomination	10	90,9	1	9,1	11	100,0	0	0,0	0	0,0	0	100,0
Retraite	5 585	77,4	1 631	22,6	7 216	100,0	4 984	77,2	1 469	22,8	6 453	100,0
Fin de période déterminée	2 770	44,1	3 507	55,9	6 277	100,0	1 499	43,0	1 988	57,0	3 487	100,0
Décès	623	81,3	143	18,7	766	100,0	555	83,3	111	16,7	666	100,0
Démision	9 136	45,2	11 081	54,8	20 217	100,0	7 458	42,9	9 942	57,1	17 400	100,0
<b>Grand total</b>	<b>18 919</b>	<b>53,0</b>	<b>16 751</b>	<b>47,0</b>	<b>35 670</b>	<b>100,0</b>	<b>15 089</b>	<b>52,2</b>	<b>13 807</b>	<b>47,8</b>	<b>28 896</b>	<b>100,0</b>

1980, le total ne tient pas compte de 6 femmes de  
catégorie Haute direction qui ont quitté la Fonction  
publique, vu que la Commission n'a pas reçu leur  
document de cessation d'emploi;  
un cas en 1979, le document de cessation d'em-  
ploi ne précise pas le motif  
comprend 53 employés en 1979 et 36 en 1980 dont le  
liste n'a pas été classée dans l'une ou l'autre des  
catégories professionnelles.





Tableau 62

## Cessations d'emploi et motifs

Répartition des cessations d'emploi selon le motif, 1979 et 1980

Motifs de cessations d'emploi (sauf les mises en disponibilité)	1979	1980
Licenciement		
inconduite	112	92
incompétence ou incapacité	103	89
activités politiques	0	0
abandon de poste	310	259
Renvoi en cours de période d'essai	657	450
Revocation de la nomination	11	0
Retraite		
âge légal (65 ans et plus)	2 286	2 094
volontaire (55 à 64 ans)	4 158	3 730
raison de santé	772	629
Fin de période déterminée	6 277	3 487
Decès	766	666
Démission	20 217	17 400
<b>Total*</b>	<b>35 670</b>	<b>28 896</b>

Motifs des démissions\*

emploi hors de la Fonction publique	4 751	4 052
emploi dans un autre organisme gouvernemental	2 45	268
nomination par le gouverneur en conseil	-	3
retour aux études	1 148	1 065
santé	884	653
maladie dans la famille	60	52
déplacement "consort" au mariage	245	229
meilleures perspectives de carrière	291	271
poste plus intéressant	465	449
salaire plus élevé	277	286
indemnités plus intéressantes	29	89
avantages sociaux plus élevés	89	41
poste à l'extérieur du pays	239	188
responsabilités familiales	718	633
garde des enfants	77	78
déplacement du conjoint	915	837
emploi à temps partiel (jusqu'à 29 h/sem)	57	48
emploi à temps partiel (plus de 29 h/sem)	10	3
raisons personnelles non précisées	10 608	9 012

\* Dans un cas en 1979, le document de cessation d'emploi ne précise pas le motif.

Comme plus d'un motif peut être invoqué, le total des motifs dépasse celui des démissions.

Tableau 60

**Mises en disponibilité, catégorie professionnelle et sexe**

Répartition, en nombre, des cessations d'emploi suite à des mises en disponibilité, par catégorie professionnelle, raison des mises en disponibilité et sexe, 1980

Catégorie professionnelle	Réorganisation		Privatisation		Décentralisation		Total	
	Hommes	Femmes	Total	Hommes	Femmes	Total	Hommes	Femmes
Haute direction	4	0	4	1	0	1	0	5
Scientifiques et spécialistes	21	54	75	11	325	336	1	379
Administration et service extérieur	41	9	50	13	7	20	4	22
Techniciens	22	2	24	10	53	63	1	33
Soutien administratif	21	57	78	5	121	126	5	226
Exploitation	69	14	83	254	360	614	0	374
<b>Total</b>	<b>178</b>	<b>136</b>	<b>314</b>	<b>294</b>	<b>866</b>	<b>1 160</b>	<b>11</b>	<b>1 056</b>

Note : Des 866 femmes mises en disponibilité en raison de la privatisation, 858 le furent à cause du transfert de la juridiction d'hôpitaux fédéraux à des gouvernements provinciaux.

Tableau 61

**Mises en disponibilité, catégorie professionnelle et groupe linguistique**

Répartition, en nombre, des cessations d'emploi suite à des mises en disponibilité, par catégorie professionnelle, raison des mises en disponibilité et groupe linguistique, 1980

Catégorie professionnelle	Réorganisation		Privatisation		Décentralisation		Total	
	Anglo-phones*	Franco-phones*	Total	Anglo-phones*	Franco-phones*	Total	Anglo-phones*	Franco-phones*
Haute direction	2	2	4	1	0	1	0	3
Scientifiques et spécialistes	53	22	75	335	1	336	0	388
Administration et service extérieur	35	15	50	20	0	20	10	65
Techniciens	22	2	24	63	0	63	1	86
Soutien administratif	64	14	78	126	0	126	53	243
Exploitation	57	26	83	611	3	614	0	668
<b>Total</b>	<b>233</b>	<b>81</b>	<b>314</b>	<b>1 156</b>	<b>4</b>	<b>1 160</b>	<b>64</b>	<b>1 453</b>

Langue de travail préférée.





## Appels et ministère

Répartition, en nombre, des méthodes de sélection ayant fait l'objet d'appels, et des dispositifs des décisions des comités d'appel, selon le ministère et le sexe, 1980

Méthodes de sélection ayant fait l'objet d'appels	Appels accueillis	Appels non accueillis	Appels	Dispositifs des décisions	Total
	Hommes	Femmes	Hommes	Femmes	Hommes Femmes
Ministère					
Affaires des anciens combattants	34	7	5	4	27
15					32
14					65
28					28
70					70
37					37
17					17
Agence canadienne de développement international	8	0	0	8	8
2					8
57					57
17					17
Agroalimentaire et Services	47	11	8	8	40
13					13
Archives publiques du Canada	5	2	2	1	3
0					0
Bibliothèque nationale du Canada	3	0	0	2	2
1					1
Bureau du Commissaire à la magistrature fédérale	1	0	0	3	3
0					0
Bureau du Conseil privé	3	2	0	0	3
0					0
Bureau du Contrôleur général du Canada	1	0	0	5	5
0					0
Commission canadienne des droits de la personne	4	0	0	6	6
1					1
Commission canadienne des pensions	1	0	0	3	3
6					6
Commission d'appel de l'immigration	1	0	0	1	1
0					0
Commission de la Fonction publique	11	0	0	8	8
6					6
Commission des relations de travail dans la Fonction publique	2	0	0	2	2
0					0
Commission nationale des libérations conditionnelles	3	1	0	2	2
1					1
Communications	13	1	2	13	4
Conseil de la radiodiffusion et des télécommunications canadiennes	1	0	0	1	0
6					6
Conseil du Trésor	6	0	0	6	1
1					1
Consommation et Corporations	10	1	1	7	8
4					4
Cour fédérale	3	1	2	3	5
0					0
Défense nationale (civils)	187	31	32	13	188
69					224
Emploi et Immigration	284	41	36	79	204
304					236
Energie, Mines et Ressources	19	1	1	23	3
3					24
Environnement	94	18	25	5	91
10					116
Expansion économique régionale	14	2	2	12	2
2					14
Gendarmerie royale du Canada (civils)	16	4	1	9	5
18					18
Industrie et Commerce	19	2	3	1	17
6					5
Justice	5	2	2	0	4
3					6
Musées nationaux du Canada	4	2	2	3	0
6					6
Office national de l'énergie	2	1	1	0	1
2					2
Pêches et Océans	25	5	5	3	26
4					31
Postes	237	40	84	55	275
132					359
Revenu national (Douanes et Accise, Impôt)	213	35	42	33	242
171					284
Santé nationale et Bien-être social	55	10	5	12	42
38					47
Secrétariat d'Etat du Canada	28	3	1	4	68
72					69
Service canadien des pénitenciers	86	15	36	2	111
28					26
Solliciteur général	6	0	0	7	1
9					7
Statistique Canada	15	2	0	13	7
9					13
Transports	150	25	30	4	184
2					12
Travail	4	2	6	1	3
2					9
Travaux publics	58	9	10	1	51
12					61
Total	1 780	295	369	248	1 850
3 221					2 219
1 031					1 031

Le total des méthodes de sélection ayant fait l'objet d'appels est inférieur au grand total des appels parce que plusieurs personnes peuvent en appeler d'une méthode de sélection.

Parmi les appels non accueillis, on compte les appels rejetés, les appels retirés par l'appelant, les appels régles avant d'être soumis à un comité d'appel, soit parce que le ministère se soit refusé, soit que l'appelant ait retiré son appel; soit enfin que l'appel ait été tenu pour irrecevable.

Méthodes de  
Dispositifs des décisions

Catégorie professionnelle	l'objet d'appels		Appels accueillis		Appels non accueillis <sup>b</sup>		Total		Grand total <sup>a</sup>
	selection ayant fait	Total <sup>a</sup> Accueillis	Hommes	Femmes	Hommes	Femmes	Hommes	Femmes	
Haute direction	2	0	0	0	6	0	6	0	6
Certifications et spécialistes	152	23	33	11	173	21	206	32	238
Administration et service extérieur	681	102	126	92	804	316	930	408	1 338
Techniciens	174	32	47	1	230	6	277	7	284
Outien administratif	392	72	30	118	155	373	185	491	676
Exploitation	379	66	133	26	482	67	615	93	708
<b>Total</b>	<b>1 780</b>	<b>295</b>	<b>369</b>	<b>248</b>	<b>1 850</b>	<b>783</b>	<b>2 219</b>	<b>1 031</b>	<b>3 250</b>

total des méthodes de sélection avant l'ai doublet  
est estimé au grand total des appels parce  
que plusieurs personnes peuvent en appeler d'une  
méthode de sélection.

Les appels reçus par l'appelant, les appels  
gérés avant d'être soumis à un comité d'appel, soit  
force que le ministre se soit excusé, soit que l'appel-  
ant ait retiré son appel, soit enfin que l'appel ait été  
nu pour irrécusable.

Tableau 55

## Appels et variation annuelle

Répartition, en nombre, des appels interjetés à l'encontre de méthodes de sélection et à l'encontre de recommandations de renvoi ou de rétrogradation, et variation annuelle en pourcentage, entre 1970 et 1980

Année	Méthodes de sélection <sup>a</sup>	Récommandations de renvoi ou de rétrogradation <sup>b</sup>	Total	Variation annuelle
1970	1 370	1 417	+0,3	
1971	1 984	2 032	+43,4	
1972	2 467	2 518	+23,9	
1973	3 019	3 061	+21,6	
1974	4 072	4 125	+34,8	
1975	3 377	3 417	-17,2	
1976	2 746	2 810	-17,8	
1977	3 485	3 559	+26,7	
1978	2 687	2 802	-21,3	
1979	2 293	2 439	-13,0	
1980	3 250	3 375	+38,4	
Article 21 de la Loi sur l'emploi dans la Fonction publique				
Article 31 de la Loi sur l'emploi dans la Fonction publique				

Tableau 56

## Appels et région

Répartition, en nombre et pourcentage, des appels interjetés à l'encontre de méthodes de sélection et à l'encontre de recommandations de renvoi ou de rétrogradation, selon la région de l'audition, 1980

Appels interjetés					
Méthodes de sélection			Recommandations de renvoi ou de rétrogradation		
	N.	%		N.	%
Région de l'audition	536	16,5		11	8,8
Québec (sauf R.C.N.)	604	18,6		29	23,2
Ontario (sauf R.C.N.)	513	15,8		13	10,4
Nouvelle-Écosse	148	4,6		4	3,2
Colombie-Britannique	145	4,5		9	7,2
Alberta	112	3,4		7	5,6
Nouveau-Brunswick	75	2,3		2	1,6
Manitoba	77	2,4		0	0,0
Saskatchewan	55	1,7		5	4,0
Terre-Neuve	78	2,4		1	0,8
Île-du-Prince-Édouard	11	0,3		0	0,0
Territoires du Nord-Ouest et Yukon	9	0,3		0	0,0
Total <sup>a</sup>	3 250	100,0		125	100,0
				3 375	
				9	0,3

Comprend 931 (27,6 %) appels réglés sans audition, soit qu'ils aient été accueillis sans audition, retirés par l'appelant, soit enfin qu'ils aient été tenus pour irrecevables. De ce nombre, 887 ont été interjetés à l'encontre de méthodes de sélection et 44 à l'encontre de recommandations de renvoi ou de rétrogradation.

...ingue de travail prélevée.

**Nominations et Programme d'emplois d'été axés sur la carrière**  
 (participation, en nombre, des étudiants embauchés dans le cadre du Programme d'emplois d'été axés sur la carrière selon le secteur professionnel, le genre de maison d'enseignement, le groupe linguistique et le sexe, 1979 et 1980)

Langue de travail préférée.



Tableau 51

## Nominations et diplômés d'universités

Répartition, en nombre et pourcentage, des diplômés d'universités et de ceux qui ont été nommés à la fonction publique dans le cadre du programme de recrutement dans les universités, selon la région où le diplôme a été décerné, le groupe linguistique et le sexe, 1980.

Région	Diplômés <sup>a</sup>		Nominations	
	Hommes	Femmes	Hommes	Femmes
Total				
Terre-Neuve	880	690	1 570	1 570
Île-du-Prince-Édouard	160	170	330	0,3
Nouvelle-Écosse	2 730	2 470	5 200	5,0
Nouveau-Brunswick	1 315	1 270	2 585	2,5
Québec	14 395	10 915	25 310	24,5
Ontario	23 305	21 410	44 715	43,3
Manitoba	2 650	2 350	5 000	4,8
Saskatchewan	1 915	1 690	3 605	3,5
Alberta	4 080	3 485	7 565	7,3
Colombie-Britannique	4 025	3 255	7 280	7,1
Étranger	—	—	—	—
<b>Total</b>	<b>55 455</b>	<b>47 705</b>	<b>103 160</b>	<b>100,0</b>

<sup>a</sup> Les données pour les diplômés de 1979/1980

<sup>b</sup> Langue de travail préférée.

<sup>c</sup> Canadiens étudiant à l'étranger.

Tableau 52

## Nominations, candidatures et diplômés d'universités

Répartition, en nombre, des candidatures et des nominations liées au programme de recrutement dans les universités selon le secteur professionnel, le groupe linguistique et le sexe, 1979 et 1980

	Candidatures		Nominations	
	Anglo- Franco- phones <sup>a</sup>	Femmes	Anglo- Franco- phones <sup>a</sup>	Femmes
<b>Total</b>	<b>14 777</b>	<b>3 913</b>	<b>5 171</b>	<b>1 399</b>
Secteur professionnel	4 506	1 155	3 282	2 379
Administration	1 155	386	1 694	607
Service extérieur	1 915	597	2 054	747
Vérification et comptabilité <sup>b</sup>	3 102	2 024	2 847	1 279
Sciences pures et appliquées	494	45	372	167
Informatique	2 556	706	1 870	1 392
Socio-économique	14 777	3 913	5 171	1 399
<b>Total</b>	<b>14 777</b>	<b>3 913</b>	<b>5 171</b>	<b>1 399</b>
Administration	459	88	399	148
Service extérieur	1 689	431	1 487	633
Vérification et comptabilité <sup>b</sup>	1 398	530	1 386	542
Sciences pures et appliquées	652	405	891	166
Informatique	313	80	283	110
Socio-économique	1 281	499	1 081	699
<b>Total</b>	<b>5 792</b>	<b>2 033</b>	<b>5 527</b>	<b>2 298</b>
Administration	459	88	399	148
Service extérieur	1 689	431	1 487	633
Vérification et comptabilité <sup>b</sup>	1 398	530	1 386	542
Sciences pures et appliquées	652	405	891	166
Informatique	313	80	283	110
Socio-économique	1 281	499	1 081	699
<b>Total</b>	<b>5 792</b>	<b>2 033</b>	<b>5 527</b>	<b>2 298</b>

<sup>a</sup> Langue de travail préférée.

<sup>b</sup> Le nombre de candidatures ne représente pas le nombre de candidats puisque chaque candidat peut poser plus d'une candidature. Ainsi, le nombre de candidats était de 9 220 en 1979 et de 4 839 en 1980. Comprend 13 nominations du Bureau du Vérificateur général du Canada en 1979 et 12 en 1980.

Tableau 50

Nominations et postes non impérativement bilingues

Répartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique à des postes non impérativement bilingues selon la catégorie professionnelle, la situation linguistique des titulaires et le groupe linguistique, 1980

Catégorie professionnelle	Haute direction	des titulaires et exigences du poste	Situation linguistique			%	N.	%	N.	%	Total <sup>b</sup>
			Anglophones <sup>a</sup>	Francophones <sup>a</sup>	Total <sup>b</sup>						
Scientifiques et spécialistes	Ont satisfait	474	59,8	494	83,0	982	70,0				
	Doivent satisfaire	242	30,6	91	15,3	334	23,8				
	N'ont pas à satisfaire <sup>c</sup>	73	9,2	10	1,7	83	5,9				
	Total <sup>d</sup>	792	100,0	595	100,0	1 402	100,0				
	Ont satisfait	1 909	61,9	2 844	86,9	4 887	75,2				
Administration et service extérieur	Doivent satisfaire	886	28,7	357	10,9	1 248	19,2				
	N'ont pas à satisfaire <sup>c</sup>	289	9,4	68	2,1	358	5,5				
	Total <sup>d</sup>	3 085	100,0	3 271	100,0	6 496	100,0				
Techniciens	Ont satisfait	204	56,5	618	82,8	828	74,4				
	Doivent satisfaire	107	29,6	112	15,0	219	19,7				
	N'ont pas à satisfaire <sup>c</sup>	50	13,9	16	2,1	66	5,9				
Soutien administratif	Ont satisfait	1 218	61,1	3 093	84,9	4 437	76,8				
	Doivent satisfaire	631	31,6	483	13,3	1 123	19,4				
	N'ont pas à satisfaire <sup>c</sup>	143	7,2	65	1,8	209	3,6				
Exploitation	Ont satisfait	1 994	100,0	3 645	100,0	5 775	100,0				
	Doivent satisfaire	134	61,5	301	72,0	456	69,1				
	N'ont pas à satisfaire <sup>c</sup>	59	27,1	99	23,7	161	24,4				
Toutes les catégories <sup>e</sup>	Ont satisfait	218	100,0	418	100,0	660	100,0				
	Doivent satisfaire	418	61,1	7 427	84,8	11 855	74,9				
	N'ont pas à satisfaire <sup>c</sup>	621	9,2	1 177	2,0	800	5,1				
Grand total			6 736	100,0	8 756	100,0	15 822	100,0			

<sup>a</sup>Langue de travail préférée.  
<sup>b</sup>Dans 330 cas, les documents de nomination ne précisent pas la langue de travail préférée.  
<sup>c</sup>Titulaires autorisés, en vertu d'un décret d'exclusion, à occuper un poste bilingue sans posséder la compétence requise, mais dont certains sont désireux de l'acquies. Outre ces unilingues, ce groupe comprend des employés bilingues dont la compétence est cependant insuffisante en regard des exigences de leur poste.  
<sup>d</sup>Dans 18 cas, les documents de nomination ne précisent pas la situation linguistique du titulaire.  
<sup>e</sup>Comprend 7 nominations à des postes qui n'ont pas encore été classés dans l'une ou l'autre des catégories professionnelles.

Tableau 49

Nominations et postes impérativement bilingues

Repartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique à des postes impérativement bilingues selon la catégorie professionnelle, la modalité d'emploi et le groupe linguistique, 1980

Catégorie	Modalité d'emploi	1980		
		Anglophones <sup>a</sup>	Francophones <sup>a</sup>	Total <sup>b</sup>
professionnelle	Haute direction	0	7	7
		0,0	100,0	100,0
		0	22	22
		0,0	95,7	31
Scientifiques et spécialistes	Total <sup>c</sup>	7	23	30
		100,0	100,0	100,0
		23	42	65
		35,9	33,3	69,2
Administration et service extérieur	Total <sup>c</sup>	64	126	190
		100,0	100,0	100,0
		137	233	370
		46,3	44,7	91,0
Techniciens	Total <sup>c</sup>	296	521	817
		100,0	100,0	100,0
		9	27	36
		22,0	28,7	50,7
Soutien administratif	Total <sup>c</sup>	41	94	135
		100,0	100,0	100,0
		123	285	408
		13,9	11,3	25,2
Exploitation	Total <sup>c</sup>	885	2 529	3 414
		100,0	100,0	100,0
		6	5	11
		28,6	8,8	37,4
Toutes les catégories <sup>d</sup>	Total <sup>c</sup>	21	57	78
		100,0	100,0	100,0
		9	51	60
		42,9	89,5	132,4
Grand total	Total <sup>c</sup>	1 314	3 351	4 665
		100,0	100,0	100,0
		983	2 692	3 675
		74,8	80,3	77,8

<sup>a</sup>Langue de travail préférée.

<sup>b</sup>Dans 151 cas, les documents de nomination ne précisent pas la langue de travail préférée.

<sup>c</sup>Dans 72 cas, les documents de nomination ne précisent pas la modalité d'emploi.

<sup>d</sup>Comprend une nomination à un poste qui n'a pas encore été classé dans l'une ou l'autre des catégories professionnelles.

Note : Comme par le passé, aucun candidat ne peut être nommé à un poste pour une période déterminée s'il ne satisfait pas aux exigences linguistiques du poste.

1980

A la Fonction publique

Anglo-phones<sup>a</sup> Franco-phones<sup>a</sup> Total<sup>b</sup>

N. % N. % N. %

14 63,6 8 36,4 24 27,3 74,2 95 25,8 378 402 83,6

2 100,0 0 0,0 2 49 98,0 1 2,0 50 52 10,8

1 50,0 1 50,0 2 17 100,0 0 0,0 17 19 3,9

19 67,9 9 32,1 30 34,5 78,2 96 21,8 451 481 100,0

72 38,5 115 61,5 188 78,4 56,4 606 43,6 1 406 1 594 21,9

1 281 98,8 15 1,2 1 297 3 551 98,7 45 1,3 3 601 4 898 67,3

5 4,0 121 96,0 127 6 2,0 293 98,0 299 426 5,9

75 72,1 29 27,9 104 207 80,5 50 19,5 257 361 5,0

1 433 83,7 280 16,3 1 716 4 550 82,1 995 17,9 5 566 7 282 100,0

128 34,3 245 65,7 380 3 253 47,8 3 547 52,2 6 969 7 349 33,0

1 503 97,9 33 2,1 1 537 11 188 98,7 147 1,3 11 347 12 884 57,9

4 2,4 165 97,6 169 12 1,0 1 217 99,0 1 231 1 400 6,3

93 77,5 27 22,5 120 383 80,0 96 20,0 480 600 2,7

1 728 78,6 470 21,4 2 206 14 844 74,8 5 012 25,2 20 040 22 246 100,0

35 28,0 90 72,0 127 367 32,9 750 67,1 1 124 1 251 13,9

1 154 98,8 14 1,2 1 173 5 577 98,7 74 1,3 5 660 6 833 76,0

1 1,2 83 98,8 84 9 2,6 342 97,4 351 435 4,8

97 77,0 29 23,0 125 255 75,4 83 24,6 340 466 5,2

1 287 85,6 216 14,4 1 510 6 209 83,3 1 249 16,7 7 476 8 986 100,0

204 23,6 660 76,4 905 2 675 32,7 5 514 67,3 8 390 9 295 17,8

3 806 98,6 53 1,4 3 864 26 211 97,8 587 2,2 26 831 30 695 58,7

8 1,4 568 98,6 578 63 1,0 6 389 99,0 6 458 7 036 13,5

195 62,5 117 37,5 313 3 309 67,6 1 589 32,4 4 928 5 241 10,0

4 213 75,1 1 398 24,9 5 660 32 258 69,6 14 080 30,4 46 608 52 268 100,0

5 913 99,7 15 0,3 5 931 17 577 99,6 65 0,4 17 647 23 578 73,7

10 1,3 783 98,7 794 63 1,3 4 622 98,7 4 686 5 480 17,1

160 61,1 102 38,9 267 1 019 54,2 862 45,8 1 918 2 185 6,8

6 127 86,6 947 13,4 7 085 18 854 75,9 5 977 24,1 24 897 31 982 100,0

497 29,9 1 166 70,1 1 718 7 553 40,8 10 941 59,2 18 920 20 638 16,7

13 699 99,1 130 0,9 13 844 64 163 98,6 920 1,4 55 147 78 991 64,1

28 1,6 1 721 98,4 1 753 153 1,2 12 863 98,8 7 945 14 778 12,0

626 67,1 307 32,9 939 5 195 66,0 2 680 34,0 7 945 8 884 7,2

14 852 81,7 3 324 18,3 18 256 7 081 73,8 27 411 26,2 105 061 123 317 100,0

Grand total<sup>b</sup>

N. %



Tableau 48

## Nominations, catégorie professionnelle, statut linguistique du poste et groupe

## linguistique

Répartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique, selon la catégorie professionnelle, le statut linguistique du poste et le groupe du titulaire, 1979 et 1980

1979

Catégorie professionnelle	Statut linguistique du poste	A la Fonction publique				Au sein de la Fonction publique			
		Anglo-phones <sup>a</sup>	N.	%	Total <sup>b</sup>	Anglo-phones <sup>a</sup>	N.	%	Total <sup>b</sup>
Haute direction	Bilingue	5 50,0	5	100,0	10	232 76,1	73	23,9	321
	Français	0 0,0	0	0,0	1	0 0,0	0	0,0	1
	Anglais	3 100,0	0	0,0	3	50 98,0	1	2,0	51
	Français ou anglais	1 50,0	1	50,0	2	15 93,8	1	6,2	16
Scientifiques et spécialistes	Bilingue	46 41,1	66	58,9	113	638 54,1	541	45,9	1 194
	Français	3 2,7	107	97,3	111	12 4,2	277	95,8	290
	Anglais	1 156 98,9	13	1,1	1 174	3 408 98,8	41	1,2	3 452
	Français ou anglais	59 70,2	25	29,8	84	220 84,3	41	15,7	263
Administration et service extérieur	Bilingue	127 51,4	120	48,6	250	2 870 45,8	3 397	54,2	6 397
	Français	1 0,6	156	99,4	158	22 1,6	1 328	98,4	1 352
	Anglais	784 98,4	13	1,6	798	9 616 98,7	126	1,3	9 779
	Français ou anglais	100 78,1	28	21,9	128	520 85,1	91	14,9	616
Techniciens	Bilingue	26 22,6	89	77,4	116	303 29,5	724	70,5	1 034
	Français	1 3,7	26	96,3	27	15 3,1	471	96,9	488
	Anglais	882 99,5	4	0,5	886	5 754 99,0	60	1,0	5 822
	Français ou anglais	80 77,7	23	22,3	103	293 76,7	89	23,3	386
Soutien administratif	Bilingue	999 87,4	142	12,6	1 132	6 365 82,6	1 344	17,4	7 730
	Français	125 26,4	348	73,6	485	2 412 33,4	4 806	66,6	7 457
	Anglais	2 598 98,8	32	1,2	2 630	23 115 97,5	586	2,5	23 740
	Français ou anglais	147 67,1	72	32,9	219	3 516 65,3	1 869	34,7	5 435
Exploitation	Bilingue	2 876 77,5	835	22,5	3 726	29 115 68,6	13 319	31,4	42 769
	Français	40 53,3	35	46,7	82	215 30,5	491	69,5	719
	Anglais	6 111 99,8	13	0,2	6 125	17 142 99,6	67	0,4	17 218
	Français ou anglais	204 65,2	109	34,8	319	1 250 57,1	941	42,9	2 207
Toutes les catégories <sup>d</sup>	Bilingue	6 369 84,4	1 180	15,6	7 565	18 672 76,5	5 735	23,5	24 447
	Français	369 35,8	663	64,2	1 056	6 679 39,9	10 040	60,1	17 139
	Anglais	11 565 99,4	75	0,6	11 647	59 097 98,5	881	1,5	60 074
	Français ou anglais	594 69,6	259	30,4	859	5 818 65,7	3 032	34,3	8 927
Grand total		12 554 82,3	2 695	17,7	15 293	71 819 73,2	26 330	26,8	98 756

Langue de travail préférentielle

Dans 44 nominations à la Fonction publique et 607 au sein de la Fonction publique en 1979 et 80 nominations à la Fonction publique et 569 au sein de la Fonction publique en 1980, les documents de nomination ne précisent pas le groupe linguistique.

Dans 49 cas en 1979 et 26 en 1980, le statut linguistique du poste n'est pas précisé.

Comprend 69 nominations en 1979 et 72 en 1980 à des postes qui n'ont pas encore été classés dans l'une ou l'autre des catégories professionnelles.

**Graphique 4**  
**Nominations, statut linguistique des**  
**postes et Région de la capitale**  
**nationale**  
 Nominations à et au sein de la Fonction  
 publique selon le statut linguistique des  
 postes et le groupe linguistique des  
 employés de la Région de la capitale  
 nationale, de 1976 à 1980

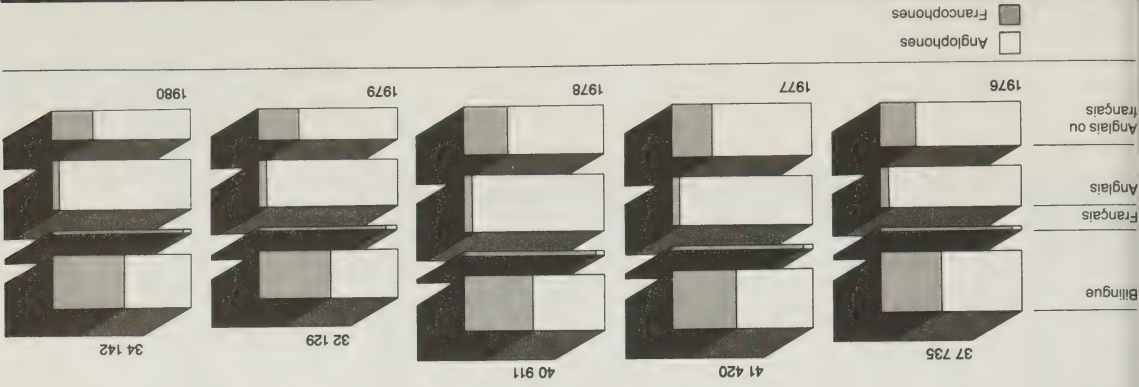


Tableau 47

Nominations, lieu de travail et groupe linguistique

Répartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique selon le lieu de travail et le groupe linguistique, 1979 et 1980

1979

A la Fonction publique

Au sein de la Fonction publique

Anglophones<sup>a</sup> Francophones<sup>a</sup> Total<sup>b</sup>

N. % N. % Total<sup>b</sup>

Terre-Neuve 282 100,0 0 0,0 282

Ile-du-Prince-Édouard 64 97,0 2 3,0 66

Nouvelle-Écosse 683 96,5 25 3,5 708

Nouveau-Brunswick 318 82,8 61 15,9 384

Québec (sauf R.C.N.) 58 3,0 1 894 96,8 1 957

Ontario (sauf R.C.N.) 2 503 97,6 56 2,2 2 564

Manitoba 986 99,3 7 0,7 993

Saskatchewan 869 99,9 1 0,1 870

Alberta 2 924 99,7 1 0,0 2 932

Colombie-Britannique 1 788 99,8 3 0,2 1 792

Yukon 224 99,6 1 0,4 225

Territoires du Nord-Ouest 426 99,1 4 0,9 430

Région de la capitale nationale 1 427 68,3 640 30,7 2 088

Étranger 2 100,0 0 0,0 2

Total<sup>c</sup> 12 554 82,1 2 695 17,6 15 293

1980

Terre-Neuve 366 99,2 1 0,3 369

Ile-du-Prince-Édouard 50 98,0 1 2,0 51

Nouvelle-Écosse 935 96,2 36 3,7 972

Nouveau-Brunswick 389 69,6 154 27,5 559

Québec (sauf R.C.N.) 87 4,0 2 090 95,8 2 182

Ontario (sauf R.C.N.) 2 820 97,8 56 1,9 2 884

Manitoba 1 428 99,5 7 0,5 1 435

Saskatchewan 892 99,8 2 0,2 894

Alberta 3 040 99,5 14 0,5 3 059

Colombie-Britannique 2 191 99,6 8 0,4 2 200

Yukon 244 100,0 0 0,0 244

Territoires du Nord-Ouest 471 98,3 6 1,3 479

Région de la capitale nationale 1 935 66,2 946 32,4 2 924

Étranger 3 50,0 3 50,0 6

Total<sup>c</sup> 14 852 81,4 3 324 18,2 18 256

<sup>a</sup>Langue de travail déclarée de l'employé.  
<sup>b</sup>Dans 44 nominations à la Fonction publique et 607 au sein de la Fonction publique en 1979 et, 80 nominations à la Fonction publique et 569 au sein de la Fonction publique en 1980, les documents de nomination ne précisent pas le groupe linguistique.  
<sup>c</sup>Dans 3 cas en 1979 et 7 en 1980, les documents de nomination ne précisent pas le lieu de travail.

Graphique 3

Nominations et statut linguistique des postes

Nominations à et au sein de la Fonction publique selon le statut linguistique des postes et le groupe linguistique des employés, de 1976 à 1980

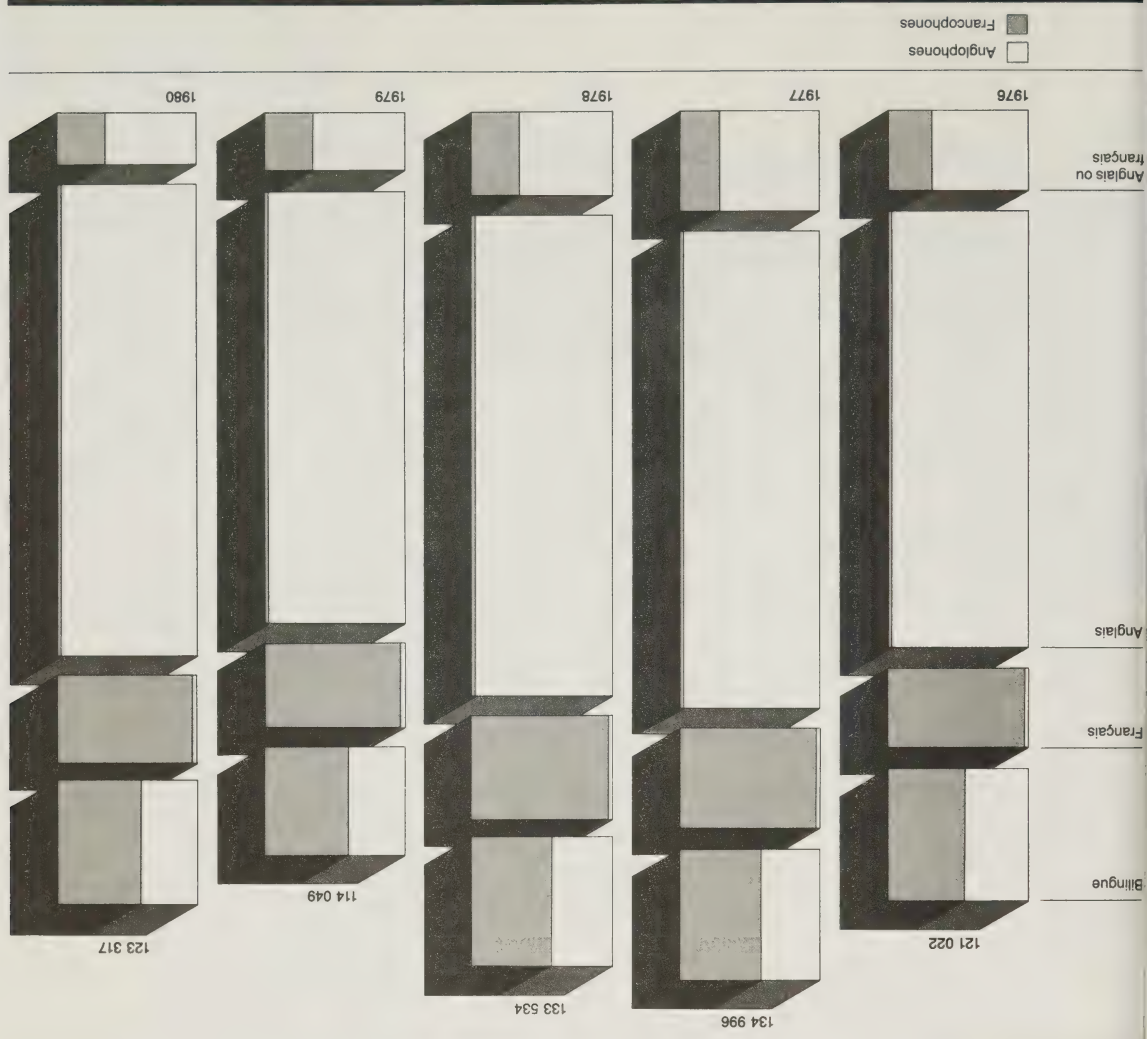




Tableau 46

Nominations, lieu de travail et sexe

Répartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique selon le lieu de travail et le sexe, 1979 et 1980

A la Fonction publique											
Au sein de la Fonction publique						Grand total <sup>a</sup>					
Hommes			Femmes			Total			N.		
%			%			%			%		
N.			N.			N.			%		
Total			Total			Total			%		
1979			1980			1979			1980		
Terre-Neuve	197	69,9	85	30,1	282	136	66,5	672	33,5	2 008	2 290
Ile-du-Prince-Édouard	39	59,1	27	40,9	66	284	63,1	166	36,9	450	516
Nouvelle-Écosse	512	72,3	196	27,7	708	4 329	70,1	1 847	29,9	6 176	6 884
Nouveau-Brunswick	192	50,0	192	50,0	384	1 761	59,0	1 222	41,0	2 983	3 367
Québec (sauf R.C.N.)	1 197	61,2	760	38,8	1 957	9 189	54,4	7 691	45,6	16 880	18 837
Ontario (sauf R.C.N.)	1 408	54,9	1 156	45,1	2 564	8 277	51,9	7 685	48,1	15 962	18 526
Manitoba	486	48,9	507	51,1	993	2 180	52,0	2 009	48,0	4 189	5 182
Saskatchewan	369	42,4	501	57,6	870	1 286	49,5	1 311	50,5	2 597	3 467
Alberta	1 268	43,2	1 664	56,8	2 932	2 998	48,0	3 242	52,0	6 240	9 172
Colombie-Britannique	862	48,1	930	51,9	1 792	5 576	56,4	4 315	43,6	9 891	11 683
Yukon	79	35,1	146	64,9	225	200	47,6	220	52,4	420	645
Territoires du Nord-Ouest	188	43,7	242	56,3	430	382	55,7	304	44,3	686	1 116
Région de la capitale nationale	976	46,7	1 112	53,3	2 088	13 472	44,8	16 600	55,2	30 072	32 160
Étranger	1	50,0	1	50,0	2	149	74,9	50	25,1	199	201
Total <sup>b</sup>	7 774	50,8	7 519	49,2	15 293	51 422	52,1	47 334	47,9	98 756	114 049

Terre-Neuve	230	62,3	139	37,7	369	1 504	66,2	769	33,8	2 273	2 642
Ile-du-Prince-Édouard	28	54,9	23	45,1	51	251	48,8	263	51,2	514	716
Nouvelle-Écosse	632	65,0	340	35,0	972	4 922	68,7	2 245	31,3	7 167	8 139
Nouveau-Brunswick	251	44,9	308	55,1	559	1 672	50,0	1 674	50,0	3 346	3 905
Québec (sauf R.C.N.)	1 158	53,1	1 024	46,9	2 182	9 187	52,8	8 220	47,2	17 407	19 589
Ontario (sauf R.C.N.)	1 429	49,5	1 455	50,5	2 884	8 102	47,3	9 040	52,7	17 142	20 026
Manitoba	592	41,3	843	58,7	1 435	2 183	46,4	2 521	53,6	4 704	6 139
Saskatchewan	405	45,3	489	54,7	894	1 168	45,8	1 379	54,1	2 548	3 442
Alberta	1 372	44,9	1 684	55,1	3 056	3 081	46,9	3 492	53,1	6 573	9 629
Colombie-Britannique	1 030	46,8	1 170	53,2	2 200	5 864	54,3	4 943	45,7	10 807	13 007
Yukon	92	37,7	152	62,3	244	243	53,2	214	46,8	457	701
Territoires du Nord-Ouest	214	44,7	265	55,3	479	421	55,8	333	44,2	754	1 233
Région de la capitale nationale	1 322	45,2	1 602	54,8	2 924	13 671	43,8	17 547	56,2	31 218	34 142
Étranger	3	50,0	3	50,0	6	112	77,2	33	22,8	145	151
Total <sup>b</sup>	8 759	48,0	9 497	52,0	18 256	52 387	49,9	52 673	50,1	105 061	123 317

<sup>a</sup>Dans un cas en 1980, le document de nomination ne précise pas le sexe de l'employé.  
<sup>b</sup>Dans 3 cas en 1979 et 7 en 1980, les documents de nomination ne précisent pas le lieu de travail.

1979			1980		
C.F.P.			C.F.P.		
Ministères			Ministères		
Total			Total		
N.	(H)	(V)	N.	(H)	(V)

13	2,3	557	97,7	570	21,0	4	0,6	644	25,0	99,4	648	23,9	100,0
8	6,5	116	93,5	124	4,6	2	1,3	157	6,1	98,7	159	5,9	100,0
11	22,4	38	77,6	49	1,8	18	14,6	105	4,1	85,4	123	4,5	100,0
167	8,5	1 803	91,5	1 970	72,6	110	6,2	1 666	93,8	1 776	65,6	100,0	100,0
199	7,3	2 514	92,7	2 713	100,0	134	5,0	2 572	95,0	2 706	65,6	100,0	100,0
1	33,3	2	66,7	3	100,0	0	0,0	2	100,0	2	100,0	100,0	100,0
870	2,8	29 738	97,2	30 608	100,0	1 095	2,8	38 100	97,2	39 195	100,0	100,0	100,0
14,6	5,3	11 693	32,1	31,0	100,0	20,8	3,4	14 470	38,2	37,3	100,0	100,0	100,0
653	10,9	12,6	94,7	12 346	100,0	514	9,8	14 984	96,6	37,3	100,0	100,0	100,0
1 293	18,1	12,6	81,9	7 149	100,0	1 095	17,7	14 984	82,3	14,3	100,0	100,0	100,0
3 155	6,5	6,3	93,5	48 653	100,0	2 563	5,7	44 679	94,3	5,9	100,0	100,0	100,0
5 971	52,8	49,0	48 653	49,3	100,0	48,7	5,0	42 115	42,2	42,5	100,0	100,0	100,0
92 785	6,0	45 498	94,0	98 756	100,0	5 267	5,0	99 793	95,0	105 061	100,0	100,0	100,0
100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0

« Dans un cas en 1980, le document de nomination ne précise pas la provenance de la nomination. Dans 576 cas en 1979 et 499 en 1980, les documents de nomination ne précisent pas la modalité de nomination. »

suite et fin du tableau 45

Modalité de nomination		Mode de sélection	
■ Régressives			
Toutes les modalités de nomination <sup>a</sup>	● concours	● concours	● affiches
	● sans concours	● sans concours	● répertories
	● reclassificati	● reclassificati	● autres moda
	● autres moda	● autres moda	
Rétrogradations		Total	
Toutes les modalités de nomination <sup>a</sup>			
Toutes les modalités de nomination <sup>a</sup>	● concours	● concours	● affiches
	● sans concours	● sans concours	● répertories
	● reclassificati	● reclassificati	● autres moda
	● autres moda	● autres moda	
Grand total			

1979									
C.F.P.			Ministères			Total			
N.			N.			N.			
%			%			%			
(H)			(H)			(H)			
489	3,8	24,5	12 347	96,2	12 836	47,4	763	29,0	4,3
378	18,4	18,9	1 674	81,6	2 052	7,6	322	13,0	2 155
599	11,4	30,0	4 640	88,6	5 239	19,3	452	9,6	4 266
530	7,6	26,6	6 420	92,4	6 950	25,7	1 098	12,9	7 425
1 996	7,4		25 081	92,6	27 077	100,0	2 635	7,9	30 867
100,0									
6	0,2	0,2	2 580	99,8	2 586	3,8	11	0,3	99,7
22	0,6	0,6	3 384	99,4	3 406	5,0	26	0,7	99,3
1	16,7	0,0	83,3	0,0	6	0,0	0	0,0	100,0
478	3,0	12,7	15 571	97,0	16 049	23,5	75	0,7	99,3
360	2,5		14 073	97,5	14 433	100,0	314	1,9	98,1
244	3,7	6,5	6 331	96,3	6 575	100,0	159	1,9	8 054
682	36,8	18,1	1 173	63,2	1 855	2,7	625	45,9	54,1
1 977	8,4	52,4	21 500	91,6	23 477	100,0	1 277	5,4	94,6
1 770	5,5		64 617	94,5	68 387	34,3	2 487	3,6	96,4
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Tableau 45

Nominations, provenance et mode de sélection

Répartition, en nombre et pourcentage [vertical (V) et horizontal (H)], des nominations au sein de la Fonction publique selon la modalité de nomination, le mode de sélection et la provenance, 1979 et 1980

Modalité de nomination		Mode de sélection	
Promotions			
		● concours	● affiches
		● concours	● répertoirés
		● sans concours	● reclassificatio
		● autres modali	
Total			
Mutations			
■ Latérales		■ reconduction d'une nomination pour une période déterminée	● concours
		● concours	● affiches
		● sans concours	● répertoirés
		● sans concours	● reclassificatio
		● autres modali	
		■ autres	● concours
		● concours	● affiches
		● sans concours	● répertoirés
		● sans concours	● reclassificatio
		● autres modali	
Total			

Dans un cas en 1980, le document de nomination ne précise pas la provenance de la nomination. Dans 576 cas en 1979 et 499 en 1980, les documents de nomination ne précisent pas la modalité de nomination.

1979				1980			
Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglophones <sup>a</sup>		Francophones <sup>a</sup>	
N.	% (H)	N.	% (V)	N.	% (H)	N.	% (V)
Total <sup>b</sup>		Total <sup>b</sup>		Total <sup>b</sup>		Total <sup>b</sup>	

75	80.6	17	18.3	93	3.4	54	72.0	17	22.7	75	2.8
33	82.5	6	15.0	40	100.0	28	73.7	10	26.3	38	100.0
119	93.7	7	5.5	127	100.0	140	96.6	5	3.4	145	100.0
210	80.2	51	19.5	262	100.0	273	85.3	45	14.1	320	100.0
1622	74.0	559	25.5	2191	100.0	1648	12.7	472	22.2	2128	100.0
2059	75.9	640	23.6	2713	100.0	2143	76.9	549	20.3	2706	100.0

1	33.3	2	66.7	3	100.0	2	100.0	0	100.0	2	100.0
---	------	---	------	---	-------	---	-------	---	-------	---	-------

735	73.6	255	25.6	998	100.0	669	76.1	200	22.8	879	100.0
490	75.9	149	23.1	646	100.0	560	77.6	153	21.2	722	100.0
1760	93.5	118	6.3	1882	100.0	2037	94.1	124	5.7	2164	100.0
4004	74.3	1376	25.5	5388	100.0	4437	73.7	1569	26.1	6018	100.0
64565	72.2	24227	27.1	89370	100.0	69053	72.8	25244	26.6	94832	100.0
71819	72.7	26330	26.7	98756	100.0	77081	73.4	27411	26.1	105061	100.0

Modalité de nomination		Mobilité géographique	
Régressives		Total <sup>a</sup>	
■	Inter-régionales	●	Intra-régionales
	R.C.N. vers ré	●	entre villes
	régions vers R	●	même lieu de
	régions vers ré		
Toutes les modalités de nomination <sup>b</sup>		Grand total	
●	Inter-régionales	●	Intra-régionales
	R.C.N. vers ré	●	entre villes
	régions vers R	●	même lieu de
	régions vers ré		

<sup>a</sup> Langue de travail préférée de l'employé.  
<sup>b</sup> Dans 607 cas en 1979 et 569 en 1980, les documents de nomination ne précisent pas la langue de travail préférée.  
<sup>c</sup> Dans 472 cas en 1979 et 446 en 1980, les documents de nomination ne précisent pas le lieu de travail.  
<sup>d</sup> Les 3 rétrogradations de 1979 et les 2 de 1980 ont eu lieu dans la même région.  
<sup>e</sup> Dans 576 cas en 1979 et 499 en 1980, les documents de nomination ne précisent pas la modalité de nomination.

1979				1980			
Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglophones <sup>a</sup>		Francophones <sup>a</sup>	
N	% (H)	N	% (H)	N	% (H)	N	% (H)
Total <sup>b</sup>		Total <sup>b</sup>		Total <sup>b</sup>		Total <sup>b</sup>	

140	78,2	38	21,2	100,0	179	81,6	18,0	100,0	294	0,9	100,0
113	76,4	34	23,0	100,0	148	85,0	14,2	100,0	226	0,7	100,0
391	92,9	29	6,9	100,0	421	94,6	5,2	100,0	621	1,6	100,0
877	72,5	328	27,1	100,0	1 210	74,0	25,7	100,0	1 645	4,9	100,0
18 586	74,0	6 344	25,3	100,0	25 119	74,9	24,4	100,0	30 817	4,9	100,0
0 107	74,3	6 773	25,0	100,0	27 077	75,3	24,0	100,0	33 503	92,0	100,0

20	83,3	4	16,7	100,0	24	70,6	29,4	100,0	17	0,0	100,0
13	86,7	2	13,3	100,0	15	76,9	23,1	100,0	13	0,0	100,0
14	93,3	1	6,7	100,0	15	100,0	0,0	100,0	13	0,0	100,0
261	70,0	112	30,0	100,0	373	56,7	43,0	100,0	374	0,5	100,0
16 609	76,8	4 856	22,5	100,0	21 620	77,1	22,5	100,0	17 907	26,2	100,0
500	71,2	196	27,9	100,0	702	73,6	25,4	100,0	493	0,7	100,0
331	74,7	107	24,2	100,0	443	74,2	24,3	100,0	445	0,7	100,0
1 236	93,7	81	6,1	100,0	1 319	93,7	6,2	100,0	1 485	0,7	100,0
2 651	74,9	885	25,0	100,0	2 733	74,3	25,6	100,0	3 677	5,4	100,0
27 667	68,6	12 447	30,9	100,0	40 339	69,4	30,1	100,0	43 927	64,3	100,0
19 302	72,1	18 691	27,3	100,0	68 387	72,2	27,3	100,0	68 351	100,0	100,0





1979			1980		
Hommes		Femmes		Total	
N.	% (H)	N.	% (H)	N.	% (H)
% (V)		% (V)		% (V)	

679	100,0	1 034	100,0	2 713	100,0	1 579	100,0	1 127	100,0	2 706	100,0
360	81,0	831	80,4	2 191	80,8	1 230	77,9	898	79,7	2 128	78,6
176	10,5	86	8,3	262	9,7	219	13,9	101	9,0	320	11,8
76	4,5	51	4,9	127	4,7	75	4,7	70	6,2	145	5,4
22	1,3	18	1,7	40	1,5	18	1,1	20	1,8	38	1,4
45	2,7	48	4,6	93	3,4	37	2,3	38	3,4	75	2,8
	48,4		51,6		100,0		49,3		50,7		

2	66,7	1	33,3	3	100,0	2	100,0	0	0,0	2	100,0	2	66,7	1	33,3	3	100,0	0,0	0,0	2	100,0	2	100,0
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649	65,0	349	35,0	998	100,0	63,4	1,1	322	36,6	879	100,0	1,3	65,0	349	35,0	998	100,0	0,6	36,6	879	100,0	0,8	100,0
478	74,0	168	26,0	646	100,0	70,2	1,1	215	29,8	722	100,0	0,9	74,0	168	26,0	646	100,0	0,4	29,8	722	100,0	0,7	100,0
392	74,0	490	26,0	1 882	100,0	70,7	2,9	634	29,3	2 164	100,0	2,7	74,0	490	26,0	1 882	100,0	1,2	29,3	2 164	100,0	2,1	100,0
631	67,4	1 757	32,6	5 388	100,0	64,3	7,4	2 146	35,7	6 018	100,0	631	67,4	1 757	32,6	5 388	100,0	4,1	35,7	6 018	100,0	5,7	100,0
044	50,4	44 326	49,6	89 370	100,0	48,2	87,3	49 103	51,8	94 832	100,0	87,3	50,4	44 326	49,6	89 370	100,0	93,2	51,8	94 832	100,0	90,3	100,0
422	52,1	47 334	47,9	98 756	100,0	49,9	52 387	52 673	50,1	105 061	100,0	52,1	52,1	47 334	47,9	98 756	100,0	52 673	50,1	105 061	100,0	90,3	100,0

Dans 472 cas en 1979 et 446 en 1980, les documents de nomination ne précisent pas le lieu de travail.  
Les 3 rétrogradations de 1979 et les 2 de 1980 ont eu lieu dans la même région.  
Dans 576 cas en 1979 et 499 en 1980, les documents de nomination ne précisent pas la modalité de nomination.

suite et fin du tableau 43

Modalité de nomination		Mobilité géographique	
■ Régressives		Total <sup>a</sup>	
Toutes les modalités de nomination <sup>b</sup>	● inter-régionales	● inter-régionales	● inter-régionales
	● régions vers R	● régions vers R	● régions vers R
	● régions vers ré	● régions vers ré	● régions vers ré
	● entre villes	● entre villes	● entre villes
Grand total		● même lieu de t	

1979				1980			
Hommes		Femmes		Hommes		Femmes	
N	% (H)	N	% (H)	N	% (H)	N	% (H)
% (V)		% (V)		% (V)		% (V)	
Total		Total		Total		Total	

124	0,8	55	30,7	179	100,0	223	75,9	71	0,5	24,1	100,0	294	0,9	100,0
134	0,9	14	9,5	148	100,0	189	83,6	37	16,4	226	100,0	226	0,7	100,0
365	2,4	56	13,3	421	100,0	434	83,3	87	16,7	521	100,0	521	1,6	100,0
952	5,6	358	29,6	1 210	100,0	1 153	70,1	492	29,9	1 645	100,0	1 645	4,9	100,0
816	5,0	11 303	45,0	25 119	100,0	15 922	51,7	14 894	48,3	30 817	100,0	30 817	92,0	100,0
291	56,5	11 786	95,9	27 077	92,8	17 921	88,8	15 581	95,6	33 503	100,0	33 503	92,0	100,0

6	0,0	18	75,0	24	100,0	8	47,1	9	52,9	17	100,0	17	0,0	100,0
7	0,0	8	53,3	15	100,0	4	30,8	9	69,2	13	100,0	13	0,0	100,0
9	0,0	6	40,0	15	100,0	8	61,5	5	38,5	13	100,0	13	0,0	100,0
220	59,0	153	41,0	373	100,0	209	55,9	165	44,1	374	100,0	374	0,5	100,0
511	44,0	12 109	35,4	21 620	31,6	7 485	22,9	10 422	58,2	17 907	100,0	17 907	26,2	100,0
474	67,5	228	32,5	702	100,0	289	58,6	204	41,4	493	100,0	493	0,7	100,0
315	71,1	128	28,9	443	100,0	296	66,5	149	33,5	445	100,0	445	0,7	100,0
942	71,4	377	28,6	1 319	100,0	1 013	68,2	472	31,8	1 485	100,0	1 485	2,2	100,0
380	67,3	1 158	32,7	3 538	100,0	2 291	62,3	1 386	37,7	3 677	100,0	3 677	5,4	100,0
322	50,4	20 016	49,6	40 338	59,0	21 070	48,0	22 857	52,0	43 927	100,0	43 927	64,3	100,0
186	50,0	34 201	58,5	68 387	100,0	32 673	47,8	35 678	52,2	68 351	100,0	68 351	100,0	100,0



Tableau 43

### Nominations, mobilité géographique et sexe

Repartition, en nombre et pourcentage [Vertical (V) et horizontal (H)], des nominations au sein d'une fonction publique selon la modalité de nomination, la mobilité géographique et le sexe, 1979 et 1980

[illegible]

Dans 472 cas en 1979 et 446 en 1980, les documents de nomination ne précisent pas le lieu de travail.

Trois 3 rétrogradations de 1979 et les 2 de 1980 ont eu lieu dans la même région.

Dans 576 cas en 1979 et 499 en 1980, les documents de nomination ne précisent pas la modalité de nomination.

C.F.P.		1979		1980	
Ministères		Ministères		Ministères	
Total		Total		Total	
N.		N.		N.	
% (H)		% (H)		% (H)	
% (V)		% (V)		% (V)	

1	33,3	2	66,7	3	100,0	0	0,0	2	100,0	2	100,0	100,0	100,0
09	21,4	4 067	78,6	5 176	100,0	753	13,4	4 866	86,6	5 619	100,0	100,0	100,0
09	18,6	4,4	4,4	5,2	100,0	14,3	4,9	4,9	95,4	5,3	100,0	100,0	100,0
57	5,2	88 147	94,8	93 004	100,0	4 504	4,6	94 440	94,6	98 945	100,0	100,0	100,0
57	81,3	95,0	94,2	94,2	100,0	85,5	94,6	94,6	94,2	94,2	100,0	100,0	100,0
71	6,0	92 785	94,0	98 756	100,0	5 267	5,0	99 793	95,0	105 061	100,0	100,0	100,0
91	14,9	10 194	85,1	11 985	100,0	1 798	11,8	13 484	88,2	15 283	100,0	100,0	100,0
91	30,0	11,0	95,2	12,1	100,0	34,1	3,9	86 309	96,1	89 778	100,0	100,0	100,0
80	4,8	82 591	89,0	86 771	100,0	3 469	65,9	86 309	86,5	89 778	100,0	100,0	100,0
71	6,0	92 785	94,0	98 756	100,0	5 267	5,0	99 793	95,0	105 061	100,0	100,0	100,0
43	9,8	46 515	90,2	51 558	100,0	4 800	8,2	53 511	91,8	58 312	100,0	100,0	100,0
43	84,5	50,1	52,2	52,2	100,0	91,1	4,0	650	96,0	677	100,0	100,0	100,0
47	6,9	639	93,1	686	100,0	27	0,5	650	96,0	677	100,0	100,0	100,0
47	0,8	0,7	0,7	0,7	100,0	1,5	0,7	9,6	98,5	9,6	100,0	100,0	100,0
71	2,1	8 115	97,9	8 286	100,0	155	2,9	9 963	98,5	10 118	100,0	100,0	100,0
71	2,9	8,7	8,4	8,4	100,0	285	5,4	35 669	99,2	35 954	100,0	100,0	100,0
71	1,9	37 516	98,1	38 226	100,0	285	0,8	35 669	99,2	35 954	100,0	100,0	100,0
71	6,0	92 785	94,0	98 756	100,0	5 267	5,0	99 793	95,0	105 061	100,0	100,0	100,0

suite et fin du tableau 42

Modalité de nomination

Mobilité professionnelle

Rétrogradations<sup>a</sup>

Toutes les modalités  
de nomination<sup>a</sup>

● ministère

• dans un aut.

• dans le méri

Total<sup>b</sup>

• dans un aut.

● groupe

• ou sous-gro

• dans le méri

• ou sous-gro

Total

• période indé

● modalité d'emploi

• période indé

• période indé

• période indé

• période indé

• période indé

• période indé

Total

<sup>a</sup>Dans un cas en 1980, le document de nomination ne précise pas la provenance de la nomination.  
<sup>b</sup>L'addition de ces totaux ne correspond pas à la somme de toutes les modalités de nomination parce que, dans 576 cas en 1979 et 497 en 1980, les documents de nomination ne précisent pas s'il y a eu un changement de ministère.  
<sup>c</sup>Les 3 rétrogradations de 1979 ne comportent aucun changement de groupe ou de sous-groupe. Des 2 rétrogradations de 1980, seulement une comporte un changement de groupe ou de sous-groupe.  
<sup>d</sup>Dans 576 cas en 1979 et 499 en 1980, les documents de nomination ne précisent pas la modalité de nomination.

1979											
C.F.P.				Ministères				Total			
%		N		%		N		%		N	
(H)	(V)	(H)	(V)	(H)	(V)	(H)	(V)	(H)	(V)	(H)	(V)
2,3	97,7	22 047	112	0,6	99,4	21 540	93,0	43 077	46 340	93,0	43 077
22,2	77,8	3 476	472	14,0	86,0	2 706	6,3	2 026	37 026	94,2	37 026
23,6	76,4	42 864	1 903	4,1	95,9	40 371	5,8	3 476	42 864	94,2	42 864
5,8	94,2	7,5	472	19,9	80,1	4,1	95,9	44 747	93,9	46 650	93,2
76,4	93,7	92,5	1 903	80,1	19,9	4,1	95,9	44 747	93,9	46 650	93,2
7,0	93,0	46 340	2 375	4,7	95,3	43 077	93,0	46 340	2 375	43 077	93,0
13,9	86,1	7 031	1 054	11,7	88,3	6 051	14,0	5 027	7 031	15,1	84,9
30,0	70,0	15,2	1 054	44,4	55,6	3 476	94,2	3 476	15,2	84,9	15,1
5,8	94,2	39 309	1 321	3,2	96,8	37 026	94,2	3 476	39 309	94,2	37 026
70,0	30,0	84,8	1 321	55,6	44,4	86,0	14,0	41 045	84,8	15,1	84,9
7,0	93,0	46 340	2 375	4,7	95,3	43 077	93,0	46 340	2 375	43 077	93,0
11,4	88,6	26 106	2 170	7,9	92,1	23 138	11,4	27 545	26 106	11,3	88,7
6,5	93,5	56,3	91,4	4,7	95,3	53,7	6,5	27 545	56,3	6,5	93,5
0,8	99,2	415	19	0,8	99,2	388	0,8	407	415	0,8	99,2
2,1	97,9	6 400	120	1,6	98,4	6 266	2,1	7 578	6 400	1,6	98,4
4,1	95,9	13 419	66	0,5	99,5	13 285	4,1	14 497	13 419	0,5	99,5
4,1	95,9	29,0	66	0,5	99,5	30,3	4,1	14 497	29,0	0,5	99,5
7,0	93,0	46 340	2 375	4,7	95,3	43 077	93,0	46 340	2 375	43 077	93,0
26,9	73,1	387	43	32,1	67,9	283	26,9	307	387	32,1	67,9
52,3	47,7	85,7	91	67,9	32,1	2 231	52,3	2 399	85,7	67,9	32,1
4,1	95,9	85,7	91	67,9	32,1	2 231	4,1	2 399	85,7	67,9	32,1
7,3	92,7	2 713	134	5,0	95,0	2 514	7,3	2 706	2 713	5,0	95,0
100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0
9,1	90,9	2 032	127	6,5	93,5	1 848	9,1	1 965	2 032	6,5	93,5
92,5	73,5	74,9	94,8	6,5	93,5	73,5	92,5	1 965	74,9	6,5	93,5
11,9	88,1	84	2	2,5	97,5	74	11,9	79	84	2,5	97,5
5,0	2,9	3,1	1,5	1,2	98,8	2,9	5,0	79	3,1	1,2	98,8
0,5	99,5	210	3	2,2	247	209	0,5	250	210	2,2	247
0,5	8,3	7,7	2,2	0,5	99,5	8,3	0,5	250	7,7	0,5	99,5
1,0	99,0	387	2	0,5	410	383	1,0	412	387	0,5	410
2,0	15,2	14,3	1,5	0,5	15,9	15,2	2,0	412	14,3	0,5	15,9
100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0
1980											
C.F.P.				Ministères				Total			
%		N		%		N		%		N	
(H)	(V)	(H)	(V)	(H)	(V)	(H)	(V)	(H)	(V)	(H)	(V)





1979		1980	
C.F.P.	% (H)	Ministères	% (H)
N.	% (V)	N.	% (V)
Total		Total	
N.	% (V)	N.	% (V)
C.F.P.	% (H)	C.F.P.	% (H)
N.	% (V)	N.	% (V)
Total		Total	
N.	% (V)	N.	% (V)
C.F.P.	% (H)	C.F.P.	% (H)
N.	% (V)	N.	% (V)
Total		Total	

Tableau 42

Nominations, provenance et mobilité professionnelle

Répartition, en nombre et pourcentage, [vertical (V) et horizontal (H)], des nominations au sein de la fonction publique, selon la modalité de nomination, la mobilité professionnelle et la provenance, 1979 et 1980

Modalité de nomination

Mobilité professionnelle

Promotions

● ministère

● dans un autre

● dans le même

Total<sup>b</sup>

● dans un autre

● ou sous-groupe

● groupe

● dans le même

● ou sous-groupe

Total

● période indé-

● modalité d'emploi

● période indé-

● période indé-

● période indé-

● période indé-

Total

<sup>a</sup>Dans un cas en 1980, le document de nomination ne précise pas la provenance de la nomination.  
<sup>b</sup>L'addition de ces totaux ne correspond pas à la somme de toutes les modalités de nomination parce que, dans 576 cas en 1979 et 497 en 1980, les documents de nomination ne précisent pas s'il y a eu changement de ministère.  
<sup>c</sup>Les 3 rétrogradations de 1979 ne comportent aucun changement de groupe ou de sous-groupe. Des 2 rétrogradations de 1980, seulement une comporte un changement de groupe ou de sous-groupe.  
<sup>d</sup>Dans 576 cas en 1979 et 499 en 1980, les documents de nomination ne précisent pas la modalité de nomination.

1979										1980									
C.F.P.					C.F.P.					C.F.P.					C.F.P.				
Ministères					Ministères					Ministères					Ministères				
N.					N.					N.					N.				
% (H)					% (H)					% (H)					% (H)				
Total					Total					Total					Total				
360	2,4	14 933	13,9	97,6	100,0	13,4	15 293	23,7	92,6	100,0	5,7	18 256	14,8	92,1	100,0	14,9	50 027	40,6	100,0
1 996	7,4	25 081	23,3	92,6	100,0	2 635	47,2	7,9	30 867	26,2	15,2	17 935	18 324	99,4	95,3	100,0	2 706	2,2	100,0
507	2,3	21 540	20,0	97,7	100,0	112	0,6	18 212	15,5	99,4	100,0	18 324	14,9	50 027	40,6	100,0	2 706	2,2	100,0
3 263	7,0	43 077	40,0	93,0	100,0	2 375	42,5	4,7	47 652	40,5	95,0	100,0	2 706	2,2	100,0	100,0	2 706	2,2	100,0
199	7,3	2 514	2,3	92,7	100,0	134	2,4	2 572	2,2	95,0	100,0	2 706	2,2	100,0	100,0	2 706	2,2	100,0	100,0
1	3,1	33,3	0,0	66,7	100,0	0	0,0	2	0,0	100,0	100,0	2	0,0	100,0	100,0	2	0,0	100,0	100,0
5 331	5,6	107 718	2	94,4	100,0	5 588	4,5	117 728	95,5	123 317	100,0	123 317	100,0	100,0	100,0	123 317	100,0	100,0	100,0

« Dans un cas en 1980, le document de nomination ne précise pas la provenance de la nomination. Dans 576 cas en 1979 et 499 en 1980, les documents de nomination ne précisent pas la modalité de nomination. Comprend 69 nominations en 1979 et 72 en 1980 à des postes qui n'ont pas encore été classés dans l'une ou l'autre des catégories professionnelles.

suite et fin du tableau 4.1

Toutes les catégories\*

Nominations à la Fonction publique

Nominations au sein de la Fonction publique

■ Promotions

■ Mutations

● latérales

• autres

● régressives

■ Rétrogradations

Grand total



1979				1980			
C.F.P.		Ministères		C.F.P.		Ministères	
N.	% (H)	N.	% (V)	N.	% (H)	N.	% (V)
Total		Total		Total		Total	

21	0,6	3 705	99,4	3 726	100,0	17	0,3	5 643	99,7	5 660	10,8	100,0
25,3	2,5	10 028	97,5	10 282	100,0	578	4,3	12 785	95,7	13 363	25,6	100,0
28,2	2,2	12 835	97,8	13 118	100,0	40	0,4	11 051	99,6	11 091	21,2	100,0
43,6	2,4	17 792	97,6	18 230	100,0	236	1,1	20 682	98,9	20 918	40,0	100,0
6	0,7	821	99,3	827	100,0	12	1,2	949	98,8	961	1,8	100,0
1	100,0	0	0,0	1	0,0	0	0,0	1	100,0	1	0,0	100,0
2,2	97,8	45 491	97,8	46 495	100,0	885	1,7	51 383	98,3	52 268	100,0	100,0

21	0,3	7 544	99,7	7 565	100,0	22	0,3	7 063	99,7	7 085	22,2	100,0
13,3	0,9	3 893	99,1	3 930	100,0	79	1,7	4 691	98,3	4 770	22,2	100,0
23,4	0,2	5 885	99,8	5 895	100,0	1	0,0	4 859	100,0	4 860	15,2	100,0
6,3	0,7	13 242	99,3	13 329	100,0	127	0,9	13 980	99,1	14 107	15,2	100,0
55,1	0,3	1 108	99,7	1 111	100,0	6	0,6	1 048	99,4	1 054	3,3	100,0
3	0,0	0	0,0	0	0,0	0	0,0	1	0,0	1	0,0	100,0
0,5	0,0	31 854	99,5	32 012	100,0	235	0,7	31 747	99,3	31 982	100,0	100,0

suite du tableau 41

Catégorie professionnelle		Modalité de nomination		Soutien administratif		Nominations à la Fonction publique		Nominations au sein de la Fonction publique		Exploitation		Nominations à la Fonction publique		Nominations au sein de la Fonction publique		Total <sup>a</sup>	

1979				1980			
C.F.P.		Ministères		C.F.P.		Ministères	
%		%		%		%	
(H)	(V)	(H)	(V)	(H)	(V)	(H)	(V)
N.		N.		N.		N.	
Total		Total		Total		Total	

39	11,9	1 175	88,1	1 334	100,0	202	9,2	2 004	90,8	2 206	9,9	100,0
19	4,9	7,2	86,8	6 941	100,0	1 326	15,1	7 442	84,9	8 768	9,9	100,0
	28,5	37,0		35,6		43,8		38,7		39,4		
53	12,6	1 128	87,4	1 291	100,0	44	4,4	964	95,6	1 008	4,5	100,0
	5,0	6,9		6,6		1,5		5,0				
48	19,5	7 634	80,5	9 482	100,0	1 363	13,9	8 428	86,1	9 791	44,0	100,0
	57,2	46,9		48,6		45,0		43,9				
37	33,1	277	66,9	414	100,0	87	21,2	323	78,8	410	100,0	
	4,2	1,7		2,1		2,9		1,7		1,8		
0	0,0	2	100,0	2	100,0	0	0,0	0	0,0	0	0,0	100,0
	0,0	0,0		0,0		0,0		0,0				
29	16,6	16 277	83,4	19 506	100,0	3 029	13,6	19 217	86,4	22 246	100,0	100,0

38	3,4	1 094	96,6	1 132	100,0	13	0,9	1 497	99,1	1 510	16,8	100,0
	5,4	13,4		12,8		3,7		17,3				
15	8,8	3 278	40,2	3 593	100,0	163	4,4	3 553	95,6	3 716	100,0	100,0
	45,0	40,2		40,5		45,8		41,2		41,4		
25	2,1	1 169	97,9	1 194	100,0	2	0,2	939	99,8	941	10,5	100,0
	3,6	14,3		13,5		0,6		10,9				
104	11,2	2 405	88,8	2 709	100,0	172	6,6	2 442	93,4	2 614	100,0	100,0
	43,4	29,5		30,6		48,3		28,3		29,1		
17	8,2	191	91,8	208	100,0	6	3,4	168	96,6	174	100,0	100,0
	2,4	2,3		2,3		1,7		1,9		1,9		
0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	100,0
	7,9	8 162	92,1	8 862	100,0	356	4,0	8 630	96,0	8 986	100,0	100,0

suite du tableau 4 1

Categorie professionnelle		Modalité de nomination	
Administration et service extérieur			
Nominations à la Fonction publique			
Nominations au sein de la Fonction publique			
■ Promotions		● latérales	
■ Mutations		● reconduction d nomination pour période détermin	
		● autres	
		● régressives	
		■ Rétrogradations	
Total <sup>a</sup>			
Techniciens			
Nominations à la Fonction publique			
Nominations au sein de la Fonction publique			
■ Promotions		● latérales	
■ Mutations		● reconduction d nomination pour période détermin	
		● autres	
		● régressives	
		■ Rétrogradations	
Total <sup>b</sup>			

<sup>a</sup>Dans un cas en 1980, le document de nomination ne précise pas la provenance de la nomination.  
<sup>b</sup>Dans 576 cas en 1979 et 499 en 1980, les documents de nomination ne précisent pas la modalité de nomination.  
<sup>c</sup>Comprend 69 nominations en 1979 et 72 en 1980 à des postes qui n'ont pas encore été classés dans l'une ou l'autre des catégories professionnelles.

[illegible]



■ Dans un cas en 1980, le document de nomination ne précise pas la provenance de la nomination.  
■ Dans 576 cas en 1979 et 499 en 1980, les documents de nomination ne précisent pas la modalité de nomination.  
■ Comprend 69 nominations en 1979 et 72 en 1980 à des postes qui n'ont pas encore été classés dans l'une ou l'autre des catégories professionnelles.

Nominations, provenance et catégorie professionnelle		
Repartition, en nombre et pourcentage [vertical (V) et horizontal (H)] : des nominations à et au		
nance, 1979 et 1980		
Catégorie professionnelle	Modalité de nomination	Haute direction
Nominations à la Fonction publique		
Nominations au sein de la Fonction publique		
■ Promotions		
■ Mutations		
● latérales		
● reconduction d		
nomination pou		
période déterm		
● autres		
● régressives		
■ Rétrogradations		
Total <sup>a</sup>		
Scientifiques et spécialistes		
Nominations à la Fonction publique		
Nominations au sein de la Fonction publique		
■ Promotions		
■ Mutations		
● latérales		
● reconduction d		
nomination pou		
période déterm		
● autres		
● régressives		
■ Rétrogradations		
Total <sup>b</sup>		
Scientifiques et spécialistes		
Nominations à la Fonction publique		
Nominations au sein de la Fonction publique		
■ Promotions		
■ Mutations		
● latérales		
● reconduction d		
nomination pou		
période déterm		
● autres		
● régressives		
■ Rétrogradations		
Total <sup>c</sup>		

Tableau 41

[illegible]

En 1977, les documents de nomination à ou au sein des administrations publiques ne correspondent pas au grand nombre de nominations effectuées, car, d'une part, la nomination ne concerne pas les emplois à temps partiel ou saisonnier, et, d'autre part, elle ne concerne pas les nominations de fonctionnaires de l'Etat, des collectivités locales ou de l'enseignement. En 1978, les documents de nomination ne précisent pas la modalité d'emploi (à temps partiel ou saisonnier, à temps plein ou à temps partiel déterminé ou déterminé).

Tableau 39

## Postes bilingues, catégorie professionnelle, niveau de compétence requis en

## langue seconde et Région de la capitale nationale

Répartition, en nombre et pourcentage, des postes bilingues dans la Région de la capitale nationale par catégorie professionnelle, niveau de compétence requis en langue seconde – expression orale – et selon que la langue seconde du titulaire est l'anglais ou le français, 1980

Catégorie professionnelle	Niveau de compétence requis	Langue seconde	
		Anglais	Français
Haute direction	Supérieur	289	202
	Intermédiaire	634	712
	Minimal	8	16
	Autres <sup>a</sup>	3	4
	<b>Total</b>	<b>934</b>	<b>934</b>
	Supérieur	876	483
	Intermédiaire	3 022	2 913
Scientifiques et spécialistes	Minimal	246	498
	Autres <sup>a</sup>	50	300
	<b>Total</b>	<b>4 194</b>	<b>4 194</b>
	Supérieur	2 301	2 384
	Intermédiaire	8 694	8 212
	Minimal	807	1 197
	Autres <sup>a</sup>	205	214
Administration et service extérieur	<b>Total</b>	<b>12 007</b>	<b>12 007</b>
	Supérieur	226	116
	Intermédiaire	1 369	1 331
	Minimal	373	516
	Autres <sup>a</sup>	24	29
	<b>Total</b>	<b>1 992</b>	<b>1 992</b>
	Supérieur	600	476
Soutien administratif	Intermédiaire	6 714	6 226
	Minimal	3 826	4 464
	Autres <sup>a</sup>	253	227
	<b>Total</b>	<b>11 393</b>	<b>11 393</b>
	Supérieur	2	1
	Intermédiaire	224	202
	Minimal	798	821
	Autres <sup>a</sup>	559	559
Exploitation	<b>Total</b>	<b>1 583</b>	<b>1 583</b>
	Supérieur	4 337	3 704
	Intermédiaire	20 718	19 658
	Minimal	6 078	7 532
	Autres <sup>a</sup>	1 097	1 336
	<b>Total</b>	<b>32 230</b>	<b>32 230</b>
	Supérieur	4 337	3 704
Toutes les catégories <sup>b</sup>	Intermédiaire	20 718	19 658
	Minimal	6 078	7 532
	Autres <sup>a</sup>	1 097	1 336
	<b>Total</b>	<b>32 230</b>	<b>32 230</b>

<sup>a</sup>Postes ne comportant aucune exigence en expression

Comprend 127 postes bilingues qui n'ont pas encore

été classés dans l'une ou l'autre des catégories

professionnelles.

Source : Ministère des Approvisionnements et

Services

Tableau 38

**Postes bilingues, catégorie professionnelle et niveau de compétence requis en langue seconde**

Répartition, en nombre et pourcentage, des postes bilingues par catégorie professionnelle, niveau de compétence requis en langue seconde – expression orale – et selon que la langue seconde du titulaire est l'anglais ou le français, 1980

Langue seconde	Niveau de compétence requis		N.		%	
	Anglais	Français				

Catégorie professionnelle	Haute direction	Supérieur	322	31,3	225	21,8
		Intermédiaire	695	67,5	785	76,2
		Minimal	8	0,8	16	1,6
		Autres <sup>a</sup>	5	0,5	4	0,4
		<b>Total</b>	<b>1 030</b>	<b>100,0</b>		
		Supérieur	1 086	16,8	877	13,6

Scientifiques et spécialistes		Supérieur	4 542	70,2	4 337	67,1
		Intermédiaire	657	10,2	791	12,2
		Minimal	183	2,8	463	7,2
		Autres <sup>a</sup>				
		<b>Total</b>	<b>6 468</b>	<b>100,0</b>		
		Supérieur	2 849	14,7	3 365	17,4

Administration et service extérieur		Supérieur	14 931	77,1	14 221	73,5
		Intermédiaire	1 308	6,8	1 529	7,9
		Minimal	267	1,4	240	1,2
		Autres <sup>a</sup>				
		<b>Total</b>	<b>19 355</b>	<b>100,0</b>		
		Supérieur	3 14	6,6	4 20	8,9

Techniciens		Supérieur	3 119	65,8	3 296	69,5
		Intermédiaire	951	20,1	991	20,9
		Minimal	359	7,6	36	0,8
		Autres <sup>a</sup>				
		<b>Total</b>	<b>4 743</b>	<b>100,0</b>		
		Supérieur	723	4,3	777	4,6

Soutien administratif		Supérieur	9 111	54,3	9 204	54,8
		Intermédiaire	6 372	38,0	6 490	38,7
		Minimal	680	3,5	315	1,9
		Autres <sup>a</sup>				
		<b>Total</b>	<b>16 786</b>	<b>100,0</b>		
		Supérieur	10	0,2	28	0,6

Exploitation		Supérieur	454	9,0	505	10,0
		Intermédiaire	1 951	38,7	1 944	38,6
		Minimal	2 621	52,0	2 559	50,8
		Autres <sup>a</sup>				
		<b>Total</b>	<b>5 036</b>	<b>100,0</b>		
		Supérieur	5 347	10,0	5 734	10,7

Toutes les catégories <sup>b</sup>		Supérieur	32 913	61,5	32 410	60,5
		Intermédiaire	11 267	21,0	11 781	22,0
		Minimal	4 018	7,5	3 620	6,8
		Autres <sup>a</sup>				
		<b>Total</b>	<b>53 545</b>	<b>100,0</b>		
		Supérieur	53 545	100,0		

<sup>a</sup> Postes ne comportant aucune exigence en expression orale, ou comportant soit le niveau minimal (P), soit un niveau professionnel ou technique (P).

<sup>b</sup> Comprend 127 postes bilingues qui n'ont pas encore été classés dans l'une ou l'autre des catégories professionnelles.

Source : Ministère des Approvisionnements et Services

Tableau 37

## Postes bilingues, région linguistique et niveau de compétence requis

## en langue seconde

Répartition, en nombre et pourcentage, des postes bilingues par région linguistique, niveau de compétence requis en langue seconde – expression orale – et selon que la langue seconde du titulaire est l'anglais ou le français, 1980

Langue seconde		Niveau de compétence requis		Région linguistique		Unilingue à majorité anglaise	
Anglais	Français	N.	%	N.	%	Supérieur	Intermédiaire
15,3	15,1	14,2	67,5	161	6,9	10,7	250
222	359	9,5	15,3	222	9,5	10,7	250
Autres <sup>a</sup>	Autres <sup>a</sup>	161	6,9	10,7	250	10,7	250
<b>Total</b>	<b>Total</b>	<b>2 340</b>	<b>100,0</b>	<b>2 340</b>	<b>100,0</b>	<b>2 340</b>	<b>100,0</b>
Supérieur	Supérieur	333	14,2	151	6,5	10,7	250
Intermédiaire	Intermédiaire	1 624	69,4	1 580	67,5	10,7	250
Minimal	Minimal	222	9,5	10,7	250	10,7	250
Autres <sup>a</sup>	Autres <sup>a</sup>	161	6,9	10,7	250	10,7	250
<b>Total</b>	<b>Total</b>	<b>2 340</b>	<b>100,0</b>	<b>2 340</b>	<b>100,0</b>	<b>2 340</b>	<b>100,0</b>
Supérieur	Supérieur	347	2,2	1 613	10,2	10,2	250
Intermédiaire	Intermédiaire	8 449	53,5	9 075	57,5	10,2	250
Minimal	Minimal	4 522	28,7	3 361	21,3	10,2	250
Autres <sup>a</sup>	Autres <sup>a</sup>	2 462	15,6	1 731	11,0	10,2	250
<b>Total</b>	<b>Total</b>	<b>15 780</b>	<b>100,0</b>	<b>15 780</b>	<b>100,0</b>	<b>15 780</b>	<b>100,0</b>
Supérieur	Supérieur	4 337	13,5	3 704	11,5	10,2	250
Intermédiaire	Intermédiaire	20 718	64,3	19 658	61,0	10,2	250
Minimal	Minimal	6 078	18,9	7 532	23,4	10,2	250
Autres <sup>a</sup>	Autres <sup>a</sup>	1 097	3,4	1 336	4,1	10,2	250
<b>Total</b>	<b>Total</b>	<b>32 230</b>	<b>100,0</b>	<b>32 230</b>	<b>100,0</b>	<b>32 230</b>	<b>100,0</b>
Supérieur	Supérieur	287	10,0	209	7,3	10,2	250
Intermédiaire	Intermédiaire	1 857	64,7	1 837	64,1	10,2	250
Minimal	Minimal	429	15,0	523	18,2	10,2	250
Autres <sup>a</sup>	Autres <sup>a</sup>	295	10,3	299	10,4	10,2	250
<b>Total</b>	<b>Total</b>	<b>2 868</b>	<b>100,0</b>	<b>2 868</b>	<b>100,0</b>	<b>2 868</b>	<b>100,0</b>
Supérieur	Supérieur	43	13,1	57	17,4	10,2	250
Intermédiaire	Intermédiaire	265	81,0	260	79,5	10,2	250
Minimal	Minimal	16	4,9	6	1,8	10,2	250
Autres <sup>a</sup>	Autres <sup>a</sup>	3	0,9	4	1,2	10,2	250
<b>Total</b>	<b>Total</b>	<b>327</b>	<b>100,0</b>	<b>327</b>	<b>100,0</b>	<b>327</b>	<b>100,0</b>
Supérieur	Supérieur	5 347	10,0	5 734	10,7	10,2	250
Intermédiaire	Intermédiaire	32 913	61,5	32 410	60,5	10,2	250
Minimal	Minimal	11 267	21,0	11 781	22,0	10,2	250
Autres <sup>a</sup>	Autres <sup>a</sup>	4 018	7,5	3 620	6,8	10,2	250
<b>Total</b>	<b>Total</b>	<b>53 545</b>	<b>100,0</b>	<b>53 545</b>	<b>100,0</b>	<b>53 545</b>	<b>100,0</b>

<sup>a</sup>Postes ne comportant aucune exigence en expression

orale, ou comportant soit le niveau minimal (H), soit un

niveau professionnel ou technique (P).

Employés affectés à l'étranger.

Source : Ministère des Approvisionnement et Services



Statut linguistique du poste, catégorie professionnelle, groupe linguistique et

égion de la capitale nationale

répartition, en nombre et pourcentage, des employés de la Région de la capitale nationale, par catégorie professionnelle, statut linguistique du poste et selon le groupe linguistique

31 l'emploi, 1980

Catégorie professionnelle	Statut linguistique du poste	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglophones <sup>a</sup> et Francophones <sup>a</sup>	
		N.	%	N.	%	N.	%
aute direction	Bilingue	745	79,8	189	20,2	934	93,4
	Anglais	17	100,0	0	0,0	17	100,0
	Français	0	0,0	0	0,0	0	0,0
	Anglais ou français	3	100,0	0	0,0	3	100,0
	Total	765	73,2	189	18,1	954	91,1
Scientifiques et spécialistes	Bilingue	3 042	72,5	1 152	27,5	4 194	90,0
	Anglais	2 911	97,7	69	2,3	2 980	99,0
	Français	11	3,6	298	96,4	309	99,0
	Anglais ou français	535	92,1	46	7,9	581	90,0
	Total	6 499	77,5	1 565	18,7	8 064	83,2
Administration et service extérieur	Bilingue	6 943	57,8	5 064	42,2	12 007	80,0
	Anglais	5 538	95,9	236	4,1	5 774	90,0
	Français	12	9,7	112	90,3	124	90,3
	Anglais ou français	847	80,5	205	19,5	1 052	80,0
	Total	13 340	67,6	5 617	28,5	18 957	86,1
Techniciens	Bilingue	1 191	59,8	801	40,2	1 992	80,0
	Anglais	2 763	91,2	268	8,8	3 031	90,0
	Français	5	9,3	49	90,7	54	90,7
	Anglais ou français	842	82,7	176	17,3	1 018	80,0
	Total	4 801	77,0	1 294	20,8	6 095	62,8
Soutien administratif	Bilingue	4 650	40,8	6 743	59,2	11 393	80,0
	Anglais	7 559	88,1	1 020	11,9	8 579	88,1
	Français	30	5,0	576	95,0	606	90,0
	Anglais ou français	2 696	67,7	1 289	32,3	3 985	60,0
	Total	14 935	57,5	9 628	37,1	24 563	64,6
Exploitation	Bilingue	564	35,6	1 019	64,4	1 583	80,0
	Anglais	1 035	86,2	166	13,8	1 201	90,0
	Français	15	4,5	322	95,5	337	90,0
	Anglais ou français	2 299	50,7	2 233	49,3	4 532	80,0
	Total	3 913	49,4	3 740	47,2	7 653	79,1
Toutes les catégories <sup>a</sup>	Bilingue	17 186	53,3	15 044	46,7	32 230	80,0
	Anglais	19 843	91,9	1 759	8,1	21 602	90,0
	Français	73	5,1	1 357	94,9	1 430	90,0
	Anglais ou français	7 223	64,7	3 949	35,3	11 172	80,0
	Total	44 325	63,8	22 109	31,8	66 434	69,6

Première langue officielle de l'emploi.

Dans 3 014 cas, ni la première langue officielle de l'emploi ni le statut linguistique du poste ne sont précisés.

Comprend 168 postes qui n'ont pas encore été classés dans l'une ou l'autre des catégories professionnelles.

Source : Ministère des Approvisionnements et Services

Tableau 35

Statut linguistique du poste, catégorie professionnelle et groupe linguistique

Répartition, en nombre et pourcentage, des employés par catégorie professionnelle, statut linguistique du poste et selon le groupe linguistique de l'employé, 1980

Catégorie professionnelle	Statut linguistique du poste	Anglophones <sup>a</sup>		Francophones <sup>b</sup>		Anglophones et Francophones	
		N.	%	N.	%	N.	%
Haute direction	Bilingue	792	76,9	238	23,1	1 030	100,0
	Anglais	112	99,1	1	0,9	113	100,0
	Français	0	0,0	1	100,0	1	100,0
	Anglais ou français	8	88,9	1	11,1	9	100,0
	Total	912	71,8	241	19,0	1 153	100,0
Scientifiques et spécialistes	Bilingue	3 725	57,6	2 743	42,4	6 468	100,0
	Anglais	11 741	98,5	181	1,5	11 922	100,0
	Français	38	4,2	870	95,8	908	100,0
	Anglais ou français	596	87,3	87	12,7	683	100,0
	Total	16 100	75,0	3 881	18,1	19 981	100,0
Administration et service extérieur	Bilingue	8 882	45,9	10 473	54,1	19 355	100,0
	Anglais	25 601	98,4	1 6	0,0	26 008	100,0
	Français	42	1,8	2 352	98,2	2 394	100,0
	Anglais ou français	1 251	79,7	318	20,3	1 569	100,0
	Total	35 776	69,4	13 550	26,3	49 326	100,0
Techniciens	Bilingue	1 817	38,3	2 926	61,7	4 743	100,0
	Anglais	17 394	97,4	470	2,6	17 864	100,0
	Français	41	3,7	1 064	96,3	1 105	100,0
	Anglais ou français	954	81,6	215	18,4	1 169	100,0
	Total	20 206	78,0	4 675	18,0	24 881	100,0
Soutien administratif	Bilingue	5 675	33,8	11 111	66,2	16 786	100,0
	Anglais	33 709	95,9	1 453	4,1	35 162	100,0
	Français	128	2,2	5 611	97,8	5 739	100,0
	Anglais ou français	3 253	67,4	1 575	32,6	4 828	100,0
	Total	42 765	62,7	19 750	29,0	62 515	100,0
Exploitation	Bilingue	1 205	23,9	3 831	76,1	5 036	100,0
	Anglais	62 662	98,8	790	1,2	63 452	100,0
	Français	432	2,4	17 692	97,6	18 124	100,0
	Anglais ou français	3 608	56,1	2 822	43,9	6 430	100,0
	Total	67 907	68,2	25 135	25,2	93 042	100,0
Toutes les catégories <sup>c</sup>	Bilingue	22 147	41,4	31 398	58,6	53 545	100,0
	Anglais	151 241	97,9	3 302	2,1	154 543	100,0
	Français	681	2,4	27 590	97,6	28 271	100,0
	Anglais ou français	9 671	65,8	5 018	34,2	14 689	100,0
	Grand total	183 740	68,5	67 308	25,1	251 048	100,0

<sup>a</sup> Première langue officielle de l'employé.

<sup>b</sup> Dans 17 091 cas, ni la première langue officielle de l'employé ni le statut linguistique du poste ne sont précisés.

<sup>c</sup> Comprend 227 postes qui n'ont pas encore été classés dans l'une ou l'autre des catégories professionnelles.

Source : Ministère des Approvisionnements et Services

Tableau 34

## Statut linguistique du poste, région linguistique et groupe linguistique

Répartition, en nombre et pourcentage, des employés par région linguistique, statut linguistique du poste et selon le groupe linguistique de l'employé, 1980

Région linguistique	Statut linguistique du poste	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglophones et Francophones	
		N.	%	N.	%	N.	%
Région linguistique anglaise	Bilingue	1 693	72,4	647	27,6	2 340	100
	Anglais	124 637	99,1	1 147	0,9	125 784	99,7
	Anglais ou français	20	20,6	77	79,4	97	100
	Total	126 549	98,5	1 920	1,5	128 469	100
	Bilingue	1 564	9,9	14 216	90,1	15 780	100
	Anglais	269	86,2	43	13,8	312	100
	Anglais ou français	548	2,1	26 007	97,9	26 555	100
Région de la capitale nationale	Bilingue	17 186	53,3	15 044	46,7	32 230	100
	Anglais	19 843	91,9	1 759	8,1	21 602	100
	Anglais ou français	73	5,1	1 357	94,9	1 430	100
	Total	7 223	64,7	3 949	35,3	11 172	100
	Bilingue	1 482	51,7	1 386	48,3	2 868	100
	Anglais	6 364	94,8	350	5,2	6 714	100
	Anglais ou français	39	21,9	139	78,1	178	100
Nouveau-Brunswick, Nord et Est de l'Ontario (sauf R.C.N.)	Bilingue	44 325	66,7	22 109	33,3	66 434	100
	Anglais	1 482	51,7	1 386	48,3	2 868	100
	Anglais ou français	6 364	94,8	350	5,2	6 714	100
	Anglais	39	21,9	139	78,1	178	100
	Anglais ou français	1 223	73,5	442	26,5	1 665	100
	Total	9 108	79,7	2 317	20,3	11 425	100
	Bilingue	222	67,9	105	32,1	327	100
Autres <sup>b</sup>	Bilingue	128	97,7	3	2,3	131	100
	Anglais	1	9,1	10	90,9	11	100
	Anglais ou français	898	74,0	315	26,0	1 213	100
	Total	1 249	74,3	433	25,7	1 682	100
	Bilingue	22 147	41,4	31 398	58,6	53 545	100
	Anglais	151 241	97,9	3 302	2,1	154 543	100
	Anglais ou français	681	2,4	27 590	97,6	28 271	100
Toutes les régions linguistiques	Bilingue	9 671	65,8	5 018	34,2	14 689	100
	Anglais	183 740	73,2	67 308	26,8	251 048	100
	Anglais ou français	151 241	97,9	3 302	2,1	154 543	100
	Total	1 249	74,3	433	25,7	1 682	100
	Bilingue	22 147	41,4	31 398	58,6	53 545	100
	Anglais	151 241	97,9	3 302	2,1	154 543	100
	Anglais ou français	681	2,4	27 590	97,6	28 271	100
Grand total							
		183 740	73,2	67 308	26,8	251 048	100

première langue officielle de l'employé;  
ans 17 091 cas, ni la première langue officielle de  
employé ni le statut linguistique du poste ne sont  
indiqués;  
employés affectés à l'étranger;  
Source : Ministère des Approvisionnement et  
Services

Tableau 33

Catégorie Exploitation et Francophones

Répartition, en nombre et pourcentage des Francophones de la catégorie Exploitation selon le ministère, 1980

Ministère	N.	%	Francophones*	Anglophones* et total de la catégorie
Bureau du Commissaire aux langues officielles	1	100,0	1	1
Commission canadienne des transports	1	100,0	1	1
Conseil de la radiodiffusion et des télécommunications canadiennes	1	100,0	1	1
Secrétariat d'Etat du Canada	4	80,0	5	9
Industrie et Commerce	12	75,0	16	28
Commission de la Fonction publique	14	70,0	20	34
Ministères dont l'effectif est inférieur à 100 employés	34	63,0	54	88
Affaires des anciens combattants	785	62,5	1 255	2 040
Approuvisionnement et Services	904	61,3	1 474	2 378
Bureau du Conseil privé	9	56,3	16	25
Emploi et Immigration	42	53,8	78	120
Statistique Canada	18	51,4	35	53
Agence canadienne de développement international	3	50,0	6	9
Conseil du Trésor	1	50,0	2	3
Sciences et Technologie	1	50,0	2	3
Musées nationaux du Canada	101	47,0	215	216
Archives publiques du Canada	19	46,3	41	60
Revenu national (Douanes et Accise, Impôt)	90	36,6	246	336
Travaux publics	1 308	33,7	3 883	5 191
Consommation et Corporations	8	33,3	24	32
Cour fédérale	1	33,3	3	4
Expansion économique régionale	1	33,3	3	4
Service canadien des pénitenciers	1 909	32,8	5 812	7 721
Energie, Mines et Ressources	87	31,6	275	362
Affaires extérieures	58	31,5	184	242
Postes	14 685	28,7	51 141	65 826
Finances	2	28,6	7	9
Justice	2	25,0	8	10
Transports	1 141	23,1	4 950	6 091
Communications	15	20,5	73	88
Gendarmerie royale du Canada (civils)	85	20,3	418	503
Défense nationale (civils)	3 198	18,1	17 630	20 828
Agriculture	263	17,8	1 475	1 738
Environnement	204	12,9	1 579	1 783
Santé nationale et Bien-être social	73	9,7	756	829
Affaires indiennes et du Nord canadien	26	6,7	389	415
Commission canadienne des grains	7	3,2	221	228
Pêches et Océans	22	3,1	700	722
Agence d'examen de l'investissement étranger	0	0,0	1	1
Bibliothèque nationale du Canada	0	0,0	2	2
Bureau des services juridiques des pensions	0	0,0	2	2
Commission canadienne des pensions	0	0,0	1	1
Commission nationale des libérations conditionnelles	0	0,0	1	1
Office de l'établissement agricole des anciens combattants	0	0,0	30	30
Office national de l'énergie	0	0,0	2	2
Travail	0	0,0	4	4

\*Première langue officielle de l'employé  
Source : Ministère des Approvisionnement et Services



Tableau 32

## Catégorie Soutien administratif et Francophones

Répartition, en nombre et pourcentage, des Francophones de la catégorie Soutien administratif selon le ministère, 1980

Ministère	Francophones <sup>a</sup>	N.	%	Anglophones <sup>a</sup>	total de la catégorie	Effectif
Bureau du Commissaire aux langues officielles	26	92,9	28			30
Secrétariat d'Etat du Canada	709	70,3	1 008			1 028
Conseil de la radiodiffusion et des télécommunications canadiennes	86	67,2	128			139
Commission de la Fonction publique	476	66,9	712			739
Agence canadienne de développement international	220	60,9	361			371
Conseil du Trésor	111	57,5	193			204
Ministères dont l'effectif est inférieur à 100 employés	156	54,0	289			354
Bureau du Conseil privé	71	53,8	132			135
Finances	110	52,1	211			226
Sciences et Technologie	25	51,0	49			50
Commission canadienne des droits de la personne	16	47,1	34			43
Bibliothèque nationale du Canada	95	45,9	207			217
Consommation et Corporations	343	45,5	754			778
Archives publiques du Canada	129	43,0	300			306
Musées nationaux du Canada	79	42,7	185			188
Commission nationale des libérations conditionnelles	58	41,7	139			140
Solliciteur général	30	39,5	76			80
Approvisionnement et Services	1 663	37,8	4 394			4 623
Postes	911	37,7	2 418			2 665
Expansion économique régionale	152	37,6	404			427
Statistique Canada	762	37,0	2 058			2 232
Cour fédérale	15	36,6	41			74
Emploi et Immigration	3 633	36,6	9 939			11 451
Commission canadienne des transports	93	35,6	261			269
Justice	145	35,5	409			453
Bureau du Contrôleur général du Canada	11	34,4	32			33
Communications	195	33,9	575			579
Affaires extérieures	505	33,7	1 497			1 538
Travail	84	32,7	257			309
Service canadien des pénitenciers	407	31,1	1 308			1 335
Affaires des anciens combattants	324	30,6	1 060			1 115
Revenu national (Douanes et Accise, Impôt)	2 480	29,7	8 357			8 985
Agence d'examen de l'investissement étranger	11	28,9	38			41
Transports	768	28,2	2 720			3 137
Environnement	468	27,3	1 715			1 789
Santé nationale et Bien-être social	805	27,1	2 971			3 394
Travaux publics	316	26,1	1 212			1 299
Agriculture	348	24,4	1 428			1 534
Industrie et Commerce	183	24,3	754			778
Office national de l'énergie	24	24,0	100			103
Affaires indiennes et du Nord canadien	254	23,1	1 099			1 448
Département des Assurances	12	22,2	54			56
Défense nationale (civils)	1 596	20,5	7 789			8 327
Gendarmerie royale du Canada (civils)	518	19,5	2 661			2 819
Energie, Mines et Ressources	136	18,5	737			764
Pêches et Océans	138	16,1	857			882
Commission canadienne des pensions	28	13,5	208			215
Office de l'établissement agricole des anciens combattants	9	9,1	99			111
Commission canadienne des grains	8	7,1	113			124
Bureau des services juridiques des pensions	8	6,7	119			125
Administration du rétablissement agricole des Prairies	0	0,0	24			106



Tableau 31

## Catégorie Techniciens et Francophones

Répartition, en nombre et pourcentage, des Francophones de la catégorie Techniciens selon le ministère, 1980

Ministère	N.	%	Francophones <sup>a</sup>	Anglophones <sup>a</sup>	Effectif total de la catégorie
Secrétariat d'Etat du Canada	28	70,0	40	4	
Commission de la Fonction publique	64	66,0	97	10	
Conseil de la radiodiffusion et des télécommunications canadiennes	7	53,8	13	1	
Agence canadienne de développement international	8	53,3	15	1	
Bureau du Conseil privé	1	50,0	2		
Ministères dont l'effectif est inférieur à 100 employés	4	50,0	8	1	
Postes	72	40,2	179	18	
Emploi et Immigration	24	38,7	62	6	
Justice	15	37,5	40	4	
Archives publiques du Canada	40	34,8	115	11	
Conseil du Trésor	3	33,3	9		
Expansion économique régionale	9	32,1	28	2	
Approvisionnements et Services	33	32,0	103	10	
Statistique Canada	201	31,7	634	65	
Bibliothèque nationale du Canada	12	31,6	38	3	
Finances	12	31,6	38	3	
Revenu national (Douanes et Accise, Impôt)	53	26,8	198	20	
Industrie et Commerce	15	26,3	57	5	
Consommation et Corporations	129	26,2	493	49	
Affaires des anciens combattants	11	25,0	44	4	
Solliciteur général	1	25,0	4		
Travaux publics	262	24,3	1 079	114	
Service canadien des pénitenciers	54	23,8	227	23	
Agriculture	687	21,3	3 220	334	
Défense nationale (civils)	532	20,1	2 651	2 74	
Energie, Mines et Ressources	206	20,1	1 023	1 03	
Sciences et Technologie	1	20,0	5		
Communications	109	19,1	571	57	
Affaires extérieures	21	18,6	113	12	
Santé nationale et Bien-être social	110	17,9	615	67	
Transports	1 297	17,6	7 365	7 78	
Musées nationaux du Canada	43	16,9	254	25	
Environnement	388	13,6	2 843	2 90	
Office national de l'énergie	4	12,9	31	3	
Gendarmerie royale du Canada (civils)	8	12,3	65	6	
Affaires indiennes et du Nord canadien	31	11,6	268	34	
Commission canadienne des transports	6	10,0	60	60	
Pêches et Océans	155	8,2	1 879	1 897	
Travail	2	6,1	33	40	
Commission canadienne des grains	17	4,8	357	37	
Agence d'examen de l'investissement étranger	0	0,0	3		
Bureau des services juridiques des pensions	0	0,0	1		
Commission canadienne des droits de la personne	0	0,0	1		

Source : Ministère des Approvisionnements et Services

Première langue officielle de l'emploi.

Première langue officielle de l'employé.

Source : Ministère des Approvisionnements et Services

Tableau 30

## Catégorie Administration et service extérieur et Francophones

Répartition, en nombre et pourcentage, des Francophones de la catégorie Administration et service extérieur<sup>a</sup> selon le ministère, 1980

Ministère	N.	%	Francophones <sup>b</sup>	Anglophones <sup>b</sup>	Effectif total de la catégorie et
Bureau du Commissaire aux langues officielles	41	73,2	56		64
Secrétariat d'Etat du Canada	1 247	69,8	1 787		1 802
Ministères dont l'effectif est inférieur à 100 employés	68	48,6	140		175
Commission de la Fonction publique	343	47,2	727		751
Agence canadienne de développement international	219	45,6	480		488
Justice	41	45,6	90		92
Conseil de la radiodiffusion et des télécommunications canadiennes	74	44,6	166		175
Commission nationale des libérations conditionnelles	33	42,9	77		79
Finances	32	34,4	93		99
Communications	121	32,1	377		382
Postes	770	32,1	2 400		2 480
Statistique Canada	205	31,6	649		728
Bureau du Conseil privé	21	31,3	67		72
Archives publiques du Canada	37	30,8	120		121
Service canadien des pénitenciers	494	30,8	1 606		1 635
Expansion économique régionale	158	30,3	522		542
Emploi et Immigration	3 075	29,9	10 274		10 824
Commission canadienne des transports	61	29,6	206		207
Conseil du Trésor	88	27,3	322		352
Sciences et Technologie	15	27,3	55		59
Musées nationaux du Canada	49	27,2	180		185
Consommation et Corporations	147	26,9	547		554
Affaires extérieures	247	26,0	950		981
Approvisionnement et Services	709	25,1	2 827		2 873
Bureau du Contrôleur général du Canada	24	24,2	99		102
Agence d'examen de l'investissement étranger	12	23,5	51		52
Revenu national (Douanes et Accise, Impôt)	2 634	23,5	11 205		11 405
Santé nationale et Bien-être social	287	22,7	1 266		1 407
Environnement	273	22,4	1 220		1 260
Travaux publics	248	22,0	1 127		1 186
Transports	432	21,8	1 984		2 140
Bibliothèque nationale du Canada	7	21,2	33		35
Solliciteur général	16	21,1	76		82
Travail	61	21,1	289		342
Affaires des anciens combattants	143	20,5	697		727
Agriculture	136	19,8	686		721
Gendarmerie royale du Canada (civils)	34	18,5	184		189
Commission canadienne des droits de la personne	9	18,4	49		55
Défense nationale (civils)	288	18,3	1 576		1 648
Affaires indiennes et du Nord canadien	253	17,2	1 435		1 744
Cour fédérale	5	17,2	29		45
Commission canadienne des pensions	7	17,1	41		43
Energie, Mines et Ressources	52	16,9	307		322
Industrie et Commerce	232	16,6	1 394		1 438
Département des Assurances	15	14,7	102		102
Pêches et Océans	71	13,2	539		544
Office national de l'énergie	7	10,4	67		67
Bureau des services juridiques des pensions	4	8,7	46		46
Commission canadienne des grains	2	8,0	25		25
Office de l'établissement agricole des anciens combattants	3	3,7	81		92

<sup>a</sup> Les Francophones des groupes et niveaux de cette catégorie assilés à la Haute direction sont également comptés dans le tableau 28.

<sup>b</sup> Première langue officielle de l'emploi.

Source : Ministère des Approvisionnements et Services

Les Francophones des groupes et niveaux de cette catégorie assimilés à la Haute direction sont également comptés dans le tableau 28.  
 Première langue officielle de l'emploi.  
 Source : Ministère des Approvisionnement et Services

Catégorie Scientifiques et spécialistes et Francophones			
Répartition, en nombre et pourcentage, des Francophones de la catégorie Scientifiques et spécialistes			
tes <sup>a</sup> selon le ministère, 1980			
Ministère	N.	%	Anglophones <sup>b</sup> et total des catégories
Commission de la Fonction publique	650	80,7	805
Agence canadienne de développement international	26	41,9	62
Ministères dont l'effectif est inférieur à 100 employés	10	40,0	25
Département des Assurances	6	35,3	17
Secrétariat d'Etat du Canada	12	34,3	35
Bureau du Conseil privé	1	33,3	3
Expansion économique régionale	18	32,1	56
Service canadien des pénitenciers	152	30,1	505
Conseil du Trésor	9	30,0	30
Affaires des anciens combattants	151	29,5	512
Archives publiques du Canada	31	27,7	112
Approvisionnement et Services	66	24,7	267
Emploi et Immigration	44	24,2	182
Bibliothèque nationale du Canada	39	24,1	162
Revenu national (Douanes et Accise, Impôt)	650	24,1	2 701
Justice	115	24,0	480
Défense nationale (civils)	369	23,5	1 568
Finances	39	19,3	202
Travaux publics	87	16,7	521
Agriculture	310	15,7	1 974
Travail	7	15,6	45
Statistique Canada	97	15,2	637
Conseil de la radiodiffusion et des télécommunications canadiennes	5	14,7	34
Communications	45	14,3	315
Santé nationale et Bien-être social	232	14,0	1 652
Transports	92	14,0	657
Commission canadienne des transports	23	13,9	165
Industrie et Commerce	7	13,0	54
Environnement	280	12,5	2 237
Musées nationaux du Canada	12	12,4	97
Bureau des services juridiques des pensions	4	12,1	33
Consommation et Corporations	28	11,8	238
Postes	9	10,5	86
Affaires extérieures	3	10,0	30
Affaires indiennes et du Nord canadien	121	9,4	1 286
Solliciteur général	2	7,4	27
Energie, Mines et Ressources	66	6,5	1 019
Commission canadienne des pensions	2	5,9	34
Pêches et Océans	54	5,9	912
Office national de l'énergie	7	5,7	122
Administration du rétablissement agricole des Prairies	0	0,0	27
Agence d'examen de l'investissement étranger	0	0,0	8
Bureau du Commissaire aux langues officielles	0	0,0	1
Bureau du Contrôleur général du Canada	0	0,0	1
Commission canadienne des droits de la personne	0	0,0	3
Commission canadienne des libérations conditionnelles	0	0,0	2
Cour fédérale	0	0,0	0
Gendarmerie royale du Canada (civils)	0	0,0	8
Office de l'établissement agricole des anciens combattants	0	0,0	0
Sciences et Technologie	0	0,0	11

Tableau 29

Tableau 28

## Groupes et niveaux assimilés à la catégorie Haute direction et Francophones

Répartition, en nombre et pourcentage, des Francophones occupant des postes dans des groupes et à des niveaux assimilés à la catégorie Haute direction selon le ministère, 1980

Ministère	N.		%	Anglophones <sup>a</sup> et total des Francophones assimilés
	Francophones <sup>a</sup>	Effectif		
Agence canadienne de développement international	1	100,0	1	1
Commission des relations de travail dans la Fonction publique	1	100,0	1	1
Ministères dont l'effectif est inférieur à 100 employés	1	50,0	2	4
Affaires indiennes et du Nord canadien	1	50,0	2	2
Affaires extérieures	19	34,5	55	60
Emploi et Immigration	1	33,3	3	3
Justice	15	26,8	56	57
Musées nationaux du Canada	1	25,0	4	4
Agriculture	4	13,3	30	30
Défense nationale (civils)	2	10,0	20	21
Santé nationale et Bien-être social	4	9,5	42	46
Statistique Canada	2	8,3	24	24
Environnement	2	6,1	33	34
Affaires des anciens combattants	0	0,0	2	2
Approvisionnement et Services	0	0,0	3	3
Archives publiques du Canada	0	0,0	1	1
Commission canadienne des grains	0	0,0	1	1
Commission canadienne des pensions	0	0,0	3	3
Commission canadienne des transports	0	0,0	2	2
Communications	0	0,0	5	5
Conseil de la radiodiffusion et des télécommunications canadiennes	0	0,0	2	2
Energie, Mines et Ressources	0	0,0	25	25
Expansion économique régionale	0	0,0	3	5
Finances	0	0,0	1	1
Industrie et Commerce	0	0,0	21	22
Office national de l'énergie	0	0,0	5	5
Pêches et Océans	0	0,0	8	8
Revenu national (Douanes et Accise, Impôt)	0	0,0	5	5
Sciences et Technologie	0	0,0	1	1
Service canadien des pénitenciers	0	0,0	1	1
Transports	0	0,0	3	3
Travaux publics	0	0,0	9	10
Première langue officielle de l'emploi				

Source : Ministère des Approvisionnements et Services



Tableau 27

**Catégorie Haute direction et Francophones**

Répartition, en nombre et pourcentage, des Francophones de la catégorie Haute direction\* selon le ministère, 1980

Ministère	Francophones <sup>b</sup>	N.	%	total de la catégorie
Justice	6	75,0		
Bureau du Commissaire aux langues officielles	3	60,0		
Secrétariat d'Etat du Canada	12	54,5		
Archives publiques du Canada	1	50,0		
Commission canadienne des droits de la personne	1	50,0		
Commission de la Fonction publique	9	40,9		
Agence canadienne de développement international	12	37,5		
Conseil de la radiodiffusion et des télécommunications canadiennes	3	37,5		
Affaires extérieures	4	33,3		
Transports	28	32,9		
Agence d'examen de l'investissement étranger	2	28,6		
Agriculture	10	27,0		
Expansion économique régionale	10	27,0		
Consommation et Corporations	6	26,1		
Service canadien des pénitenciers	5	25,0		
Musées nationaux du Canada	1	25,0		
Approvisionnement et Services	17	24,6		
Communications	7	23,3		
Emploi et Immigration	18	22,8		
Ministères dont l'effectif est inférieur à 100 employés	9	22,5		
Travail	4	22,2		
Travaux publics	9	22,0		
Affaires indiennes et du Nord canadien	9	21,4		
Postes	7	20,0		
Santé nationale et Bien-être social	11	19,6		
Conseil du Trésor	17	18,7		
Statistique Canada	5	17,2		
Commission des relations de travail dans la Fonction publique	1	16,7		
Industrie et Commerce	10	14,1		
Finances	5	13,9		
Revenu national (Douanes et Accise, Impôt)	10	16,9		
Pêches et Océans	4	11,4		
Environnement	9	13,8		
Défense nationale (civils)	3	13,0		
Bureau du Contrôleur général du Canada	3	13,0		
Office national de l'énergie	1	12,5		
Sciences et Technologie	2	10,0		
Solliciteur général	1	10,0		
Affaires des anciens combattants	1	9,1		
Commission canadienne des transports	1	7,7		
Bureau du Conseil privé	2	7,1		
Energie, Mines et Ressources	2	4,8		
Commission nationale des libérations conditionnelles	0	0,0		
Département des Assurances	0	0,0		

\*Plusieurs membres de la Haute direction sont détachés auprès d'autres ministères; cependant, les données tiennent compte de leur ministère d'origine.

<sup>b</sup>Première langue officielle de l'employé.

Source : Système de traitement des données sur la haute direction de la Commission



Tableau 26

## Catégorie Exploitation et femmes

Répartition, en nombre et pourcentage, des femmes de la catégorie Exploitation selon le ministère, 1980

Ministère	Femmes		Effectif total de la catégorie
	N.	%	
Commission canadienne des pensions	2	100,0	2
Santé nationale et Bien-être social	485	54,3	893
Bibliothèque nationale du Canada	1	50,0	2
Bureau des services juridiques des pensions	1	50,0	2
Office de l'établissement agricole des anciens combattants	14	45,2	31
Affaires des anciens combattants	496	37,9	1 309
Affaires indiennes et du Nord canadien	208	37,5	555
Approvisionnement et Services	439	29,4	1 493
Postes	14 223	26,2	54 390
Gendarmerie royale du Canada (civils)	110	25,6	429
Ministères dont l'effectif est inférieur à 100 employés	13	22,0	59
Défense nationale (civils)	2 475	12,7	19 513
Bureau du Conseil privé	2	12,5	16
Cour fédérale	1	12,5	8
Emploi et Immigration	10	12,5	80
Travaux publics	457	11,4	4 006
Musées nationaux du Canada	17	7,8	219
Environnement	123	7,3	1 684
Revenu national (Douanes et Accise, Impôt)	17	6,9	248
Agriculture	95	6,1	1 555
Commission canadienne des grains	10	3,9	257
Pêches et Océans	25	3,5	714
Service canadien des pénitenciers	169	2,9	5 924
Affaires extérieures	2	1,1	189
Transports	55	1,0	5 421
Energie, Mines et Ressources	1	0,4	282
Agence canadienne de développement international	0	0,0	7
Agence d'examen de l'investissement étranger	0	0,0	1
Archives publiques du Canada	0	0,0	41
Bureau du Commissaire aux langues officielles	0	0,0	1
Commission canadienne des transports	0	0,0	1
Commission de la Fonction publique	0	0,0	22
Commission nationale des libérations conditionnelles	0	0,0	1
Communications	0	0,0	73
Conseil de la radiodiffusion et des télécommunications canadiennes	0	0,0	2
Conseil du Trésor	0	0,0	2
Consommation et Corporations	0	0,0	28
Expansion économique régionale	0	0,0	3
Finances	0	0,0	7
Industrie et Commerce	0	0,0	16
Justice	0	0,0	8
Office national de l'énergie	0	0,0	2
Sciences et Technologie	0	0,0	2
Secrétariat d'Etat du Canada	0	0,0	5
Statistique Canada	0	0,0	45
Travail	0	0,0	5

Source : Ministère des Approvisionnements et Services

Tableau 25

Catégorie Soutien administratif et femmes

Répartition, en nombre et pourcentage, des femmes de la catégorie Soutien administratif selon le ministère, 1980

Ministère	N.	%	Total de la catégorie
Commission canadienne des droits de la personne	40	93,0	43
Gendarmerie royale du Canada (civils)	2 603	92,3	2 819
Justice	413	91,2	453
Agence d'examen de l'investissement étranger	37	90,2	41
Sciences et Technologie	45	90,0	50
Secrétariat d'Etat du Canada	922	89,7	1 028
Conseil du Trésor	181	88,7	204
Industrie et Commerce	688	88,4	778
Office national de l'énergie	91	88,3	103
Bureau du Contrôleur général du Canada	29	87,9	33
Affaires indiennes et du Nord canadien	1 265	87,4	1 448
Commission de la Fonction publique	646	87,4	739
Expansion économique régionale	373	87,4	427
Communications	505	87,2	579
Finances	197	87,2	226
Administration du rétablissement agricole des Prairies	92	86,8	106
Travail	268	86,7	309
Musées nationaux du Canada	162	86,2	188
Service canadien des pénitenciers	1 140	85,4	1 335
Agriculture	1 308	85,3	1 534
Pêches et Océans	752	85,3	882
Commission nationale des libérations conditionnelles	119	85,0	140
Bureau du Commissaire aux langues officielles	25	83,3	30
Agence canadienne de développement international	307	82,7	371
Conseil de la radiodiffusion et des télécommunications canadiennes	115	82,7	139
Emploi et Immigration	9 437	82,4	11 451
Consommation et Corporations	638	82,0	776
Postes	2 180	81,8	2 665
Santé nationale et Bien-être social	2 776	81,8	3 394
Commission canadienne des pensions	175	81,4	215
Solliciteur général	65	81,3	80
Ministères dont l'effectif est inférieur à 100 employés	287	81,1	354
Défense nationale (civils)	6 702	80,5	8 327
Commission canadienne des transports	216	80,3	265
Commission canadienne des grains	99	79,8	124
Revenu national (Douanes et Accise, Impôt)	7 167	79,8	8 985
Environnement	1 420	79,4	1 785
Bureau des services juridiques des pensions	97	77,6	125
Énergie, Mines et Ressources	593	77,6	764
Travaux publics	1 007	77,5	1 295
Bibliothèque nationale du Canada	168	77,4	217
Affaires des anciens combattants	853	76,5	1 115
Bureau du Conseil privé	102	75,6	135
Département des Assurances	42	75,0	56
Transports	2 349	74,9	3 137
Statistique Canada	1 651	74,0	2 232
Office de l'établissement agricole des anciens combattants	82	73,9	111
Approvisionnement et Services	3 385	73,2	4 623
Cour fédérale	52	70,3	74
Affaires extérieures	954	62,0	1 538
Archives publiques du Canada	175	57,2	306

Source : Ministère des Approvisionnements et Services

Tableau 24

## Catégorie Techniciens et femmes

Répartition, en nombre et pourcentage, des femmes de la catégorie Techniciens selon le ministère, 1980

Ministère	N.	%	Effectif total de la catégorie	
			Femmes	Hommes
Agence d'examen de l'investissement étranger	3	100,0	3	0
Bureau du Conseil privé	2	100,0	2	0
Commission canadienne des droits de la personne	1	100,0	1	0
Bibliothèque nationale du Canada	34	87,2	34	0
Sciences et Technologie	5	83,3	5	0
Secrétariat d'Etat du Canada	30	75,0	30	0
Solliciteur général	3	75,0	3	0
Affaires des anciens combattants	31	68,9	31	0
Justice	26	63,4	26	0
Ministères dont l'effectif est inférieur à 100 employés	9	52,9	9	0
Travail	21	52,5	21	0
Finances	18	46,2	18	0
Conseil du Trésor	4	44,4	4	0
Emploi et Immigration	28	41,8	28	0
Statistique Canada	258	39,6	258	0
Expansion économique régionale	11	39,3	11	0
Santé nationale et Bien-être social	259	38,6	259	0
Gendarmerie royale du Canada (civils)	23	35,4	23	0
Archives publiques du Canada	40	34,5	40	0
Office national de l'énergie	10	32,3	10	0
Affaires indiennes et du Nord canadien	103	29,9	103	0
Industrie et Commerce	17	29,8	17	0
Musées nationaux du Canada	74	29,1	74	0
Commission de la Fonction publique	28	27,7	28	0
Service canadien des pénitenciers	59	24,8	59	0
Conseil de la radiodiffusion et des télécommunications canadiennes	3	23,1	3	0
Commission canadienne des transports	9	15,0	9	0
Agriculture	466	13,9	466	0
Agence canadienne de développement international	2	13,3	2	0
Revenu national (Douanes et Accise, Impôt)	26	12,9	26	0
Affaires extérieures	15	12,5	15	0
Commission canadienne des grains	46	12,2	46	0
Approvisionnement et Services	13	12,0	13	0
Energie, Mines et Ressources	118	11,4	118	0
Environnement	305	10,5	305	0
Pêches et Océans	161	8,5	161	0
Consommation et Corporations	24	4,8	24	0
Travaux publics	53	4,6	53	0
Communications	25	4,4	25	0
Postes	8	4,4	8	0
Défense nationale (civils)	104	3,8	104	0
Transports	209	2,7	209	0
Bureau des services juridiques des pensions	0	0,0	0	209
Source : Ministère des Approvisionnements et Services	1		1	7 788

Source : Ministère des Approvisionnements et Services

Tableau 23

## Catégorie Administration et service extérieur et femmes

Répartition, en nombre et pourcentage, des femmes de la catégorie Administration et service extérieur\* selon le ministère, 1980

Effectif total de la catégorie	Femmes		Ministère
	N.	%	
1 802	906	50,3	Secrétariat d'Etat du Canada
92	46	50,0	Justice
79	36	45,6	Commission nationale des libérations conditionnelles
189	85	45,0	Gendarmerie royale du Canada (civils)
55	24	43,6	Commission canadienne des droits de la personne
64	27	42,2	Bureau du Commissaire aux langues officielles
185	76	41,1	Musées nationaux du Canada
35	14	40,0	Bibliothèque nationale du Canada
99	39	39,4	Finances
175	69	39,4	Ministères dont l'effectif est inférieur à 100 employés
1 407	550	39,1	Santé nationale et Bien-être social
751	293	39,0	Commission de la Fonction publique
72	27	37,5	Bureau du Conseil privé
43	16	37,2	Commission canadienne des pensions
82	29	35,4	Solliciteur général
728	245	33,7	Statistique Canada
10 824	3 507	32,4	Emploi et Immigration
1 744	533	30,6	Affaires indiennes et du Nord canadien
46	14	30,4	Bureau des services juridiques des pensions
382	116	30,4	Communications
352	107	30,4	Conseil du Trésor
322	88	27,3	Energie, Mines et Ressources
554	150	27,1	Consommation et Corporations
59	16	27,1	Sciences et Technologie
727	196	27,0	Affaires des anciens combattants
175	47	26,9	Conseil de la radiodiffusion et des télécommunications canadiennes
67	18	26,9	Office national de l'énergie
102	27	26,5	Bureau du Contrôleur général du Canada
488	125	25,6	Agence canadienne de développement international
11 405	2 832	24,8	Revenu national (Douanes et Accise, Impôt)
1 260	306	24,3	Environnement
342	83	24,3	Travail
2 873	694	24,2	Approvisionnement et Services
544	126	23,2	Pêches et Océans
52	12	23,1	Agence d'examen de l'investissement étranger
721	155	21,5	Agriculture
207	42	20,3	Commission canadienne des transports
1 186	238	20,1	Travaux publics
2 140	426	19,9	Transports
121	23	19,0	Archives publiques du Canada
45	8	17,8	Cour fédérale
1 636	289	17,7	Service canadien des pénitenciers
102	18	17,6	Département des Assurances
1 648	288	17,5	Défense nationale (civils)
542	90	16,6	Expansion économique régionale
25	4	16,0	Commission canadienne des grains
220	36	16,0	Industrie et Commerce
1 438	220	15,3	Industrie et Commerce
981	129	13,1	Affaires extérieures
2 480	276	11,1	Postes
92	8	8,7	Office de l'établissement agricole des anciens combattants

\* Les femmes des groupes et niveaux de cette catégorie assimilés à la Haute direction sont également compris dans le tableau 21.

Source : Ministère des Approvisionnements et Services



Tableau 22

## Catégorie Scientifiques et spécialistes et femmes

Répartition, en nombre et pourcentage, des femmes de la catégorie Scientifiques et spécialistes<sup>a</sup>

Effectif total de la catégorie	Femmes		Ministère
	N.	%	
1	1	100,0	Bureau du Commissaire aux langues officielles
1	1	100,0	Cour fédérale
1	1	100,0	Office de l'établissement agricole des anciens combattants
538	425	79,9	Affaires des anciens combattants
10	7	70,0	Gendarmerie royale du Canada (civils)
170	106	62,4	Bibliothèque nationale du Canada
815	446	54,7	Commission de la Fonction publique
1 916	992	51,8	Santé nationale et Bien-être social
2	1	50,0	Commission nationale des libérations conditionnelles
1 877	873	46,5	Affaires indiennes et du Nord canadien
3	1	33,3	Bureau du Conseil privé
513	163	31,8	Service canadien des pénitenciers
35	11	31,4	Secrétariat d'État du Canada
32	10	31,3	Affaires extérieures
98	30	30,6	Musées nationaux du Canada
11	3	27,3	Sciences et Technologie
115	31	27,0	Archives publiques du Canada
28	7	25,0	Solliciteur général
37	9	24,3	Conseil du Trésor
620	111	21,3	Justice
659	137	20,8	Statistique Canada
218	39	17,9	Finances
1 673	293	17,5	Défense nationale (civils)
61	10	16,4	Industrie et Commerce
195	31	15,9	Emploi et Immigration
50	7	14,0	Ministères dont l'effectif est inférieur à 100 employés
22	3	13,6	Commission canadienne des grains
37	5	13,5	Commission canadienne des pensions
130	14	10,8	Office national de l'énergie
38	4	10,5	Conseil de la radiodiffusion et des télécommunications canadiennes
245	23	9,4	Consommation et Corporations
167	15	9,0	Commission canadienne des transports
2 277	174	7,6	Environnement
66	5	7,6	Expansion économique régionale
917	70	7,6	Pêches et Océans
2 028	150	7,4	Agriculture
272	19	7,0	Approvisionnement et Services
1 040	72	6,9	Énergie, Mines et Ressources
88	6	6,8	Postes
63	4	6,3	Agence canadienne de développement international
48	3	6,3	Travail
34	2	5,9	Bureau des services juridiques des pensions
2 731	127	4,7	Revenu national (Douanes et Accise, Impôt)
317	14	4,4	Communications
705	30	4,3	Transports
549	18	3,3	Travaux publics
78	2	2,6	Administration du rétablissement agricole des Prairies
8	0	0,0	Agence d'examen de l'investissement étranger
1	0	0,0	Bureau du Contrôleur général du Canada
3	0	0,0	Commission canadienne des droits de la personne
17	0	0,0	Département des Assurances

selon le ministère, 1980

<sup>a</sup> Les femmes des groupes et niveaux de cette catégorie assimilés à la Haute direction sont également comptés dans le tableau 21.

Sources : Ministère des Approvisionnements et Services



Tableau 21

**Groupes et niveaux assimilés à la catégorie Haute direction et femmes**

Repartition, en nombre et pourcentage, des femmes occupant des postes dans des groupes et à des niveaux assimilés à la catégorie Haute direction selon le ministère, 1980

Ministère	Effectif total d'assimilés	Femmes
Affaires des anciens combattants	1	50,0
Musées nationaux du Canada	1	25,0
Statistique Canada	3	12,5
Justice	6	10,5
Santé nationale et Bien-être social	1	2,2
Affaires extérieures	0	0,0
Affaires indiennes et du Nord canadien	0	0,0
Agence canadienne de développement international	0	0,0
Agriculture	0	0,0
Approvisionnement et Services	0	0,0
Archives publiques du Canada	0	0,0
Commission canadienne des grains	0	0,0
Commission canadienne des pensions	0	0,0
Commission canadienne des transports	0	0,0
Commission des relations de travail dans la Fonction publique	0	0,0
Communications	0	0,0
Conseil de la radiodiffusion et des télécommunications canadiennes	0	0,0
Défense nationale (civils)	0	0,0
Emploi et Immigration	0	0,0
Energie, Mines et Ressources	0	0,0
Environnement	0	0,0
Expansion économique régionale	0	0,0
Finances	0	0,0
Industrie et Commerce	0	0,0
Ministères dont l'effectif est inférieur à 100 employés	0	0,0
Office national de l'énergie	0	0,0
Pêches et Océans	0	0,0
Revenu national (Douanes et Accise, Impôt)	0	0,0
Sciences et Technologie	0	0,0
Service canadien des pénitenciers	0	0,0
Transports	0	0,0
Travaux publics	0	0,0
Services	0	0,0
Source : Ministère des Approvisionnements et Services		

Tableau 20

## Catégorie Haute direction et femmes

Répartition, en nombre et pourcentage, des femmes de la catégorie Haute direction\* selon le ministère, 1980

Ministère	Femmes		Effectif total de la catégorie
	N	%	
Commission canadienne des droits de la personne	2	100,0	2
Musées nationaux du Canada	1	25,0	4
Affaires extérieures	2	16,7	12
Conseil du Trésor	12	13,2	91
Conseil de la radiodiffusion et des télécommunications canadiennes	1	12,5	8
Travail	2	11,1	18
Consommation et Corporations	2	8,7	23
Bureau du Contrôleur général du Canada	2	8,7	23
Ministères dont l'effectif est inférieur à 100 employés	3	7,5	40
Affaires indiennes et du Nord canadien	3	7,1	42
Bureau du Conseil privé	2	7,1	28
Santé nationale et Bien-être social	3	5,4	56
Expansion économique régionale	2	5,4	37
Service canadien des pénitenciers	1	5,0	20
Sciences et Technologie	1	5,0	20
Commission de la Fonction publique	1	4,5	22
Emploi et Immigration	3	3,8	79
Transports	3	3,5	85
Statistique Canada	1	3,4	29
Communications	1	3,3	30
Pêches et Océans	1	2,9	35
Finances	1	2,8	36
Approvisionnement et Services	1	1,4	69
Industrie et Commerce	1	1,4	71
Affaires des anciens combattants	0	0,0	11
Agence canadienne de développement international	0	0,0	32
Agence d'examen de l'investissement étranger	0	0,0	7
Agriculture	0	0,0	37
Archives publiques du Canada	0	0,0	2
Bureau du Commissaire aux langues officielles	0	0,0	5
Commission canadienne des transports	0	0,0	13
Commission des relations de travail dans la Fonction publique	0	0,0	6
Commission nationale des libérations conditionnelles	0	0,0	1
Défense nationale (civils)	0	0,0	23
Département des Assurances	0	0,0	2
Energie, Mines et Ressources	0	0,0	42
Environnement	0	0,0	65
Justice	0	0,0	8
Office national de l'énergie	0	0,0	8
Postes	0	0,0	35
Revenu national (Douanes et Accise, Impôt)	0	0,0	59
Secrétariat d'Etat du Canada	0	0,0	22
Solliciteur général	0	0,0	10
Travaux publics	0	0,0	41

\*Plusieurs membres de la Haute direction sont détachés auprès d'autres ministères; cependant les données tiennent compte de leur ministère d'origine.

Source : Système de traitement des données sur la haute direction de la Commission

Tableau 18

## Catégorie Haute direction, SX intermédiaires, assimilés et sexe

Répartition, en nombre et pourcentage, des membres de la Haute direction selon le niveau et le sexe  
et, des SX intermédiaires et des assimilés selon le sexe, 1979 et 1980

Haute direction, SX intermédiaires et assimilés											
Hommes		Femmes		Total		Hommes		Femmes		Total	
SX 1	637	95,2	32	4,8	669	100,0	602	94,8	33	5,2	635
SX 2	470	97,5	12	2,5	482	100,0	463	96,9	15	3,1	478
SX 3	170	96,6	6	3,4	176	100,0	181	97,8	4	2,2	185
SX 4	12	100,0	0	0,0	12	100,0	11	100,0	0	0,0	11
<b>Total</b>	<b>1 289</b>	<b>96,3</b>	<b>50</b>	<b>3,7</b>	<b>1 339</b>	<b>100,0</b>	<b>1 257</b>	<b>96,0</b>	<b>52</b>	<b>4,0</b>	<b>1 309</b>
SX intermédiaires	22	91,7	2	8,3	24	100,0	31	100,0	0	0,0	31
<b>Total</b>	<b>1 311</b>	<b>96,2</b>	<b>52</b>	<b>3,8</b>	<b>1 363</b>	<b>100,0</b>	<b>1 288</b>	<b>96,1</b>	<b>52</b>	<b>3,9</b>	<b>1 340</b>
SX assimilés	376	96,4	13	3,3	390	100,0	380	96,9	12	3,1	392
<b>Grand total<sup>a</sup></b>	<b>1 687</b>	<b>92,2</b>	<b>65</b>	<b>3,7</b>	<b>1 753</b>	<b>100,0</b>	<b>1 668</b>	<b>96,3</b>	<b>64</b>	<b>3,7</b>	<b>1 732</b>
"Dans un cas en 1979, les documents de paye ne précisent pas le sexe de l'employé."											
Note : Les données de 1979 sur les SX assimilés diffèrent de celles publiées dans le Rapport annuel 1979 parce qu'elles proviennent du ministère des Approvisionnements et Services plutôt que de la Commission.											
Source : Système de traitement des données sur la haute direction de la Commission pour les SX et le ministère des Approvisionnements et Services pour les assimilés											

Tableau 19

## Catégorie Haute direction, SX intermédiaires, assimilés et groupe linguistique

Répartition, en nombre et pourcentage, des membres de la Haute direction selon le niveau et le  
groupe linguistique et, des SX intermédiaires et des assimilés selon le groupe linguistique, 1979 et 1980

Statistique financière officielle du Nouveau Brunswick										
Haute direction, SX intermédiaires et assimilés										
Anglophones <sup>a</sup>			Francophones <sup>a</sup>			Total			Total	
SX 1	515	77,0	154	23,0	669	100,0	489	77,0	146	23,0
SX 2	392	81,3	90	18,7	482	100,0	387	81,0	91	19,0
SX 3	136	77,3	40	22,7	176	100,0	141	76,2	44	23,8
SX 4	11	91,7	1	8,3	12	100,0	11	100,0	0	0,0
Total	1 054	78,7	285	21,3	1 339	100,0	1 028	78,5	281	21,5
SX intermédiaires	20	83,3	4	16,7	24	100,0	20	64,5	11	35,5
Total	1 074	78,8	289	21,2	1 363	100,0	1 048	78,2	292	21,8
SX assimilés <sup>b</sup>	318	86,6	49	13,4	390	100,0	320	85,6	54	14,4
Grand total	1 392	80,5	338	19,5	1 733	100,0	1 368	79,8	346	20,2
1980										
Anglophones <sup>a</sup>			Francophones <sup>a</sup>			Total			Total	
SX 1	515	77,0	154	23,0	669	100,0	489	77,0	146	23,0
SX 2	392	81,3	90	18,7	482	100,0	387	81,0	91	19,0
SX 3	136	77,3	40	22,7	176	100,0	141	76,2	44	23,8
SX 4	11	91,7	1	8,3	12	100,0	11	100,0	0	0,0
Total	1 054	78,7	285	21,3	1 339	100,0	1 028	78,5	281	21,5
SX intermédiaires	20	83,3	4	16,7	24	100,0	20	64,5	11	35,5
Total	1 074	78,8	289	21,2	1 363	100,0	1 048	78,2	292	21,8
SX assimilés <sup>b</sup>	318	86,6	49	13,4	390	100,0	320	85,6	54	14,4
Grand total	1 392	80,5	338	19,5	1 733	100,0	1 368	79,8	346	20,2
1980										

<sup>a</sup>Dans 23 cas en 1979 et 18 en 1980, la première langue officielle de l'employé n'est pas précisée. Les pourcentages sont établis en ne tenant compte que de l'effectif connu.

Note : Les données de 1979 sur les SX assimilés diffèrent de celles publiées dans le *Rapport annuel 1979* parce qu'elles proviennent du ministère des Approvisionnement et Services plutôt que de la Commission.

Source : Système de traitement des données sur la haute direction de la Commission pour les SX et le ministère des Approvisionnement et Services pour les assimilés

Catégorie	Groupe	1979				1980			
		Anglophones <sup>a</sup>		Franco-phones <sup>a</sup>		Anglophones <sup>a</sup>		Franco-phones <sup>a</sup>	
		N.	%	N.	%	N.	%	N.	%
Total <sup>b</sup>		Anglo-phones et Franco-phones		Anglo-phones et Franco-phones		Anglo-phones et Franco-phones		Anglo-phones et Franco-phones	

Chauffage, force motrice et opération de machines fixes (HP)	1 933	77,6	559	22,4	2 492	2 615	1 835	77,5	533	22,5	2 368	2 493
Equipage de navires (SC)	1 684	85,4	287	14,6	1 971	2 181	1 691	84,1	319	15,9	2 010	2 202
Gardiens de phare (LI)	377	89,8	43	10,2	420	446	365	90,6	38	9,4	403	429
Manœuvres et hommes de métier (GL)	12 322	76,1	3 867	23,9	16 189	18 031	12 330	75,8	3 947	24,2	16 277	17 994
Opérations postales (PO)	31 664	71,2	12 813	28,8	44 477	46 951	32 171	71,5	12 832	28,5	45 003	47 612
Opérations postales, sous-groupe B (RV)	3 260	70,9	1 335	29,1	4 595	4 933	3 275	70,5	1 368	29,5	4 643	5 023
Pompiers (FR)	1 205	86,3	192	13,7	1 397	1 452	1 188	85,7	199	14,3	1 387	1 449
Réparation de navires (SR)	2 277	98,3	39	1,7	2 316	2 679	2 229	98,5	33	1,5	2 262	2 627
Services correctionnels (CX)	2 808	64,6	1 540	35,4	4 348	4 368	2 894	65,9	1 497	34,1	4 391	4 437
Services d'imprimerie (PH)	483	39,3	747	60,7	1 230	1 237	473	39,1	738	60,9	1 211	1 225
Services divers (GS)	8 527	75,0	2 848	25,0	11 375	12 121	8 351	74,9	2 803	25,1	11 154	11 950
Services hospitaliers (HS)	1 312	63,3	760	36,7	2 072	2 607	1 105	57,2	828	42,8	1 933	2 114
<b>Total</b>	<b>67 852</b>	<b>73,1</b>	<b>25 030</b>	<b>26,9</b>	<b>92 882</b>	<b>99 621</b>	<b>67 907</b>	<b>73,0</b>	<b>25 135</b>	<b>27,0</b>	<b>93 042</b>	<b>99 555</b>
<b>Grand total<sup>c</sup></b>	<b>183 913</b>	<b>73,5</b>	<b>66 350</b>	<b>26,5</b>	<b>250 263</b>	<b>266 865</b>	<b>183 740</b>	<b>73,2</b>	<b>67 308</b>	<b>26,8</b>	<b>251 048</b>	<b>268 139</b>

rière langue officielle de l'employé  
 15 602 cas en 1979 et 17 091 en 1980, la  
 mière langue officielle n'est pas  
 créée.

il exclus du grand total, 90 SX en 1979 et 38 en  
 1980. Voir la Note technique.  
 comprend 2 17 employés en 1979 et 227 en 1980 de la  
 Commission des relations de travail dans la fonction  
 publique et d'autres employés dont le poste n'a pas  
 encore été classé dans l'une ou l'autre des catégories  
 professionnelles.

Source : Système de traitement des données sur la  
 direction de la Commission (catégorie Haute  
 fonction) et ministère des Approvisionnement et  
 Services (autres catégories)



Catégorie	Groupe	Anglophones*			Franco-phones			Anglophones*			Franco-phones				
		N.	%	N.	%	N.	%	N.	%	N.	%				
professionnelle	Administration et service extérieur	Achat et approvisionnement (PG)	1 348	81,1	314	18,9	1 662	1 699	1 361	80,1	338	19,9			
			Administration des programmes (PM)	17 113	74,1	5 969	25,9	23 082	23 936	17 394	74,1	6 079	25,9		
			Commerce (CO)	1 350	85,1	237	14,9	1 587	1 672	1 373	83,8	266	16,2		
			Gestion de la poste (PL)	331	70,0	142	30,0	473	499	354	73,0	131	27,0		
			Gestion des finances (FI)	1 772	77,0	528	23,0	2 300	2 418	1 876	76,5	575	23,5		
			Gestion des systèmes informatiques (CS)	1 742	81,1	405	18,9	2 147	2 193	1 751	80,1	435	19,9		
			Gestion du personnel (PE)	1 879	68,4	868	31,6	2 747	2 924	1 852	66,8	921	33,2		
			Organisation et méthodes (OM)	624	81,8	139	18,2	763	800	629	81,6	142	18,4		
			Programmes de bien-être social (WP)	1 172	74,7	397	25,3	1 569	1 710	1 170	74,6	399	25,4		
			Service extérieur (FS)	912	77,7	261	22,3	1 173	1 232	918	77,7	264	22,3		
techniciennes		Total	35 130	72,8	13 120	27,2	48 250	50 287	35 776	72,5	13 550	27,5			
			Contrôle de la circulation aérienne (AI)	1 907	88,6	245	11,4	2 152	2 195	1 884	87,7	264	12,3		
			Dessin et illustration (DD)	1 363	79,2	358	20,8	1 721	1 781	1 366	78,7	370	21,3		
			Électronique (EL)	2 407	80,7	574	19,3	2 981	3 066	2 380	80,9	561	19,1		
			Inspection des produits primaires (PI)	2 007	77,4	587	22,6	2 594	2 711	1 974	76,0	623	24,0		
			Inspection technique (TI)	981	79,8	248	20,2	1 229	1 262	983	78,5	270	21,5		
			Navigaton aérienne (AO)	369	85,8	61	14,2	430	444	365	84,9	65	15,1		
			Officiers de navire (SO)	1 070	82,4	229	17,6	1 299	1 395	1 062	82,1	232	17,9		
			Photographie (PY)	134	78,8	36	21,2	170	174	123	79,9	31	20,1		
			Radiotélégraphie (RO)	942	86,7	145	13,3	1 087	1 146	910	86,3	144	13,7		
Soutien administratif		Total	20 260	81,6	4 572	18,4	24 832	25 733	20 206	81,2	4 675	18,8			
			Commis aux écritures et aux règlements (CR)	31 493	69,1	14 090	30,9	45 583	49 285	31 225	68,7	14 256	31,3		
			Communications (CM)	648	79,9	163	20,1	811	835	613	78,9	164	21,1		
			Mécanographie (OC)	294	67,6	141	32,4	435	478	279	65,5	147	34,5		
			Secrétariat, sténographie, dactylographie (ST)	8 882	67,7	4 244	32,3	13 126	14 187	8 760	67,0	4 313	33,0		
			Traitement des données (DA)	1 843	69,5	808	30,5	2 651	2 935	1 888	68,5	870	31,5		
			Total	43 160	68,9	19 446	31,1	62 606	67 720	42 765	68,4	19 750	31,6		
			Soutien		Total	20 260	81,6	4 572	18,4	24 832	25 733	20 206	81,2	4 675	18,8
			Techniciens divers (GT)			1 723	82,3	370	17,7	2 093	2 177	1 845	82,4	395	17,6
			Soutien technologique et scientifique (EG)			6 017	83,7	1 175	16,3	7 192	7 432	6 009	83,5	1 184	16,5
Sociales (SI)	1 274	70,8	525			29,2	1 799	1 844	1 254	70,6	523	29,4			
Soutien des sciences (EU)	66	77,6	19			22,4	85	106	51	79,7	13	20,3			
Soutien de l'enseignement (FO)	942	86,7	145			13,3	1 087	1 146	910	86,3	144	13,7			
Photographie (PY)	134	78,8	36			21,2	170	174	123	79,9	31	20,1			
Officiers de navire (SO)	1 070	82,4	229			17,6	1 299	1 395	1 062	82,1	232	17,9			
Navigaton aérienne (AO)	369	85,8	61			14,2	430	444	365	84,9	65	15,1			
Inspection technique (TI)	981	79,8	248			20,2	1 229	1 262	983	78,5	270	21,5			



Partition, en nombre et pourcentage, des employés selon la catégorie professionnelle, le groupe professionnel et le groupe linguistique, 1979 et 1980

25

Catégorie	Groupe	1979		1980	
		Hommes	Femmes	Hommes	Femmes
professionnelle	Exploitation	N.	%	N.	%
		Totaux		Totaux	

Chauffage, force motrice et	2 608	99,7	7	0,3	2 615	100,0	2 488	99,8	5	0,2	2 493	100
opération de machines												
fixes (HP)												
Equipage de navires (SC)	2 158	98,9	23	1,1	2 181	100,0	2 168	98,5	34	1,5	2 202	100
Gardiens de phare (LI)	443	99,3	3	0,7	446	100,0	425	99,1	4	0,9	429	100
Manœuvres et hommes de	17 847	99,0	184	1,0	18 031	100,0	17 759	98,7	234	1,3	17 994	100
métier (GL)												
Opérations postales (PO)	37 067	78,9	9 884	21,1	46 951	100,0	36 982	77,7	10 630	22,3	47 612	100
Opérations postales, sous-groupe B (RV)	1 504	30,5	3 429	69,5	4 933	100,0	1 459	29,0	3 564	71,0	5 023	100
Pompiers (FR)	1 448	99,7	4	0,3	1 452	100,0	1 447	99,9	2	0,1	1 449	100
Réparation de navires (SR)	2 675	99,9	4	0,1	2 679	100,0	2 620	99,7	7	0,3	2 627	100
Services correctionnels (CX)	4 287	98,1	81	1,9	4 368	100,0	4 322	97,4	115	2,6	4 437	100
Services d'imprimerie (PR)	8 14	65,8	423	34,2	1 237	100,0	791	64,6	434	35,4	1 225	100
Services divers (GS)	8 951	73,8	3 170	26,2	12 121	100,0	8 700	72,8	3 250	27,2	11 950	100
Services hospitaliers (HS)	1 145	43,9	1 462	56,1	2 607	100,0	942	44,6	1 172	55,4	2 114	100
<b>Total</b>	<b>80 947</b>	<b>81,3</b>	<b>18 674</b>	<b>18,7</b>	<b>99 621</b>	<b>100,0</b>	<b>80 103</b>	<b>80,5</b>	<b>19 451</b>	<b>19,5</b>	<b>99 555</b>	<b>100</b>
<b>Grand total<sup>a</sup></b>	<b>174 435</b>	<b>65,4</b>	<b>92 425</b>	<b>34,6</b>	<b>266 865</b>	<b>100,0</b>	<b>172 644</b>	<b>64,4</b>	<b>95 487</b>	<b>35,6</b>	<b>268 139</b>	<b>100</b>

<sup>a</sup>Dans 5 cas en 1979 et 8 en 1980, les documents ne précisaient pas le sexe de l'employé.

<sup>c</sup>Comprend 217 employés en 1979 et 227 en 1980 de la Commission des relations de travail dans la Fonction publique et d'autres employés dont le poste n'a pas encore été classé dans l'une ou l'autre des catégories professionnelles.

Sources : Système de traitement des données sur la haute direction de la Commission (catégorie Haute direction) et ministère des Approvisionnement et Services (autres catégories)

Groupe	1979		1980	
	Hommes	Femmes	Hommes	Femmes
Total <sup>a</sup>				
N.				
%				

Groupe	1979		1980	
	Hommes	Femmes	Hommes	Femmes
Total <sup>a</sup>				
N.				
%				
Administration des programmes (PM)	18 095	75,6	5 841	24,4
Commerce (CO)	1 575	94,2	97	5,8
Gestion de la poste (PL)	495	99,2	4	0,8
Gestion des finances (FI)	1 970	81,5	448	18,5
Gestion des systèmes informatiques (CS)	1 817	82,9	376	17,1
Gestion du personnel (PE)	1 998	68,3	926	31,7
Organisation et méthodes (OM)	698	87,3	102	12,8
Programmes de bien-être social (WP)	1 341	78,4	369	21,6
Service extérieur (FS)	1 138	92,4	92	7,5
Services administratifs (AS)	6 123	69,5	2 683	30,5
Services d'information (IS)	612	62,8	362	37,2
Stagiaires en administration (AT)	103	59,9	69	40,1
Traduction (TR)	624	49,8	628	50,2
Total	38 017	75,6	12 268	24,4
50 287	100,0	1 252	100,0	600
73,4	13 693	26,6	51 539	100,0

Groupe	1979		1980	
	Hommes	Femmes	Hommes	Femmes
Total <sup>a</sup>				
N.				
%				
Achat et approvisionnement (PG)	1 428	84,0	271	16,0
Administration des programmes (PM)	18 095	75,6	5 841	24,4
Commerce (CO)	1 575	94,2	97	5,8
Gestion de la poste (PL)	495	99,2	4	0,8
Gestion des finances (FI)	1 970	81,5	448	18,5
Gestion des systèmes informatiques (CS)	1 817	82,9	376	17,1
Gestion du personnel (PE)	1 998	68,3	926	31,7
Organisation et méthodes (OM)	698	87,3	102	12,8
Programmes de bien-être social (WP)	1 341	78,4	369	21,6
Service extérieur (FS)	1 138	92,4	92	7,5
Services administratifs (AS)	6 123	69,5	2 683	30,5
Services d'information (IS)	612	62,8	362	37,2
Stagiaires en administration (AT)	103	59,9	69	40,1
Traduction (TR)	624	49,8	628	50,2
Total	38 017	75,6	12 268	24,4
50 287	100,0	1 252	100,0	600
73,4	13 693	26,6	51 539	100,0
Contrôle de la circulation aérienne (AI)	2 155	98,2	40	1,8
Dessin et illustration (DI)	1 590	89,3	191	10,7
Électronique (EL)	3 048	99,4	18	0,6
Inspection des produits primaires (PI)	2 601	95,9	110	4,1
Inspection technique (TI)	1 249	99,0	13	1,0
Navigation aérienne (AO)	439	98,9	5	1,1
Officiers de navire (SO)	1 365	97,8	30	2,2
Photographie (PY)	1 660	92,0	14	8,0
Radio-télégraphie (RO)	1 113	97,1	33	2,9
Soutien de l'enseignement (EU)	24	22,6	82	77,4
Soutien des sciences sociales (SI)	1 047	56,8	797	43,2
Soutien technologique et scientifique (EG)	6 415	86,3	1 017	13,7
Techniciens divers (GT)	1 963	90,2	214	9,8
Total	23 169	90,0	2 564	10,0
25 733	100,0	2 177	100,0	2 077
89,6	2 684	10,4	25 918	100,0
Commis aux écritures et aux règlements (CR)	11 968	24,3	37 316	75,7
Communications (CM)	492	58,9	343	41,1
Mécanographie (OE)	218	45,6	260	54,4
Secrétariat, sténographie, dactylographie (ST)	220	1,6	13 965	98,4
Traitement des données (DA)	864	29,4	2 071	70,6
Total	13 762	20,3	53 955	79,7
67 720	100,0	2 935	100,0	830
19,3	54 996	80,7	68 169	100,0

Tableau 16

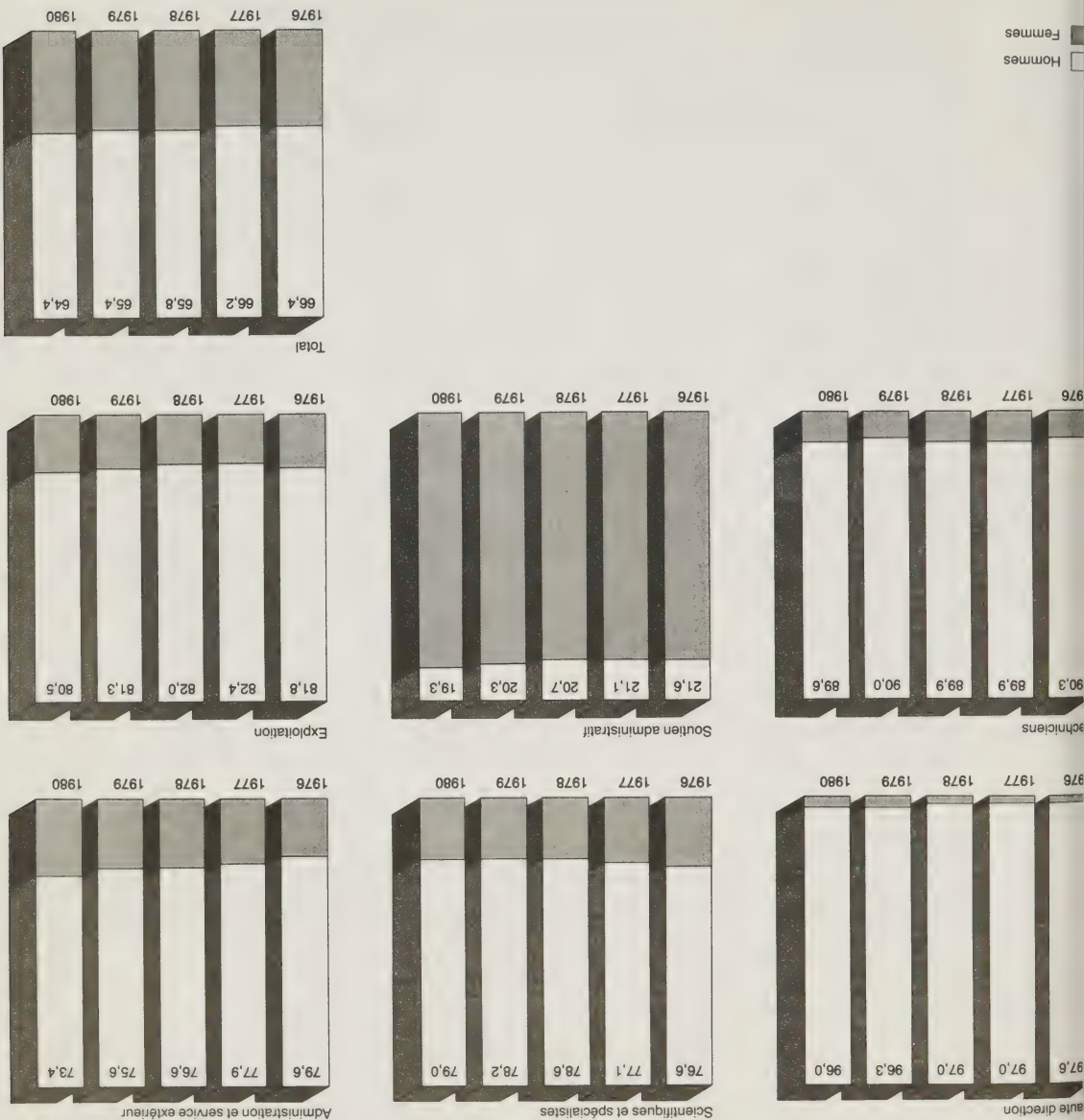
Catégorie, groupe professionnels et sexe

Répartition, en nombre et pourcentage, des employés selon la catégorie professionnelle, le groupe professionnel et le sexe, 1979 et 1980

Catégorie	Groupe	professionnel		professionnelle		Spécialistes		1979		1980	
		N.	%	N.	%	N.	%	Total <sup>a</sup>	Hommes	Femmes	Total <sup>a</sup>
Haute direction <sup>b</sup>	Haute direction (SX)	1 289	96,3	50	3,7	1 339	100,0	1 257	96,0	52	4,0
	Actuarial (AC)	21	95,5	1	4,5	22	100,0	21	100,0	0	0,0
	Agriculture (AG)	340	94,2	21	5,8	361	100,0	308	95,1	16	4,9
	Architecture et urbanisme (AR)	306	94,7	17	5,3	323	100,0	298	94,3	18	5,7
Art dentaire	Art dentaire (DE)	50	100,0	0	0,0	50	100,0	51	100,0	0	0,0
	Bibliothéconomie (LS)	151	33,8	296	66,2	447	100,0	163	35,0	302	64,8
	Chimie (CH)	331	83,6	65	16,4	396	100,0	314	81,3	72	18,7
	Droit (LA)	467	81,4	107	18,6	574	100,0	474	79,8	120	20,2
Economie, sociologie et statistique	Economie, sociologie et statistique (ES)	1 964	85,8	324	14,2	2 288	100,0	1 868	85,5	315	14,4
	Enseignement (ED)	1 611	50,9	1 553	49,1	3 164	100,0	1 551	51,3	1 472	48,7
	Enseignement universitaire (UT)	222	96,9	7	3,1	229	100,0	231	97,1	7	2,9
	Ergothérapie et physiothérapie (OP)	3	5,8	49	94,2	52	100,0	3	9,7	28	90,3
Génie et apprentissage	Génie et apprentissage (EN)	2 451	98,8	30	1,2	2 481	100,0	2 430	98,7	32	1,3
	Mathématiques (MA)	90	75,6	29	24,4	119	100,0	91	75,2	30	24,8
	Médecine (MD)	281	89,8	32	10,2	313	100,0	273	88,6	35	11,4
	Médecine vétérinaire (VS)	556	94,1	35	5,9	591	100,0	538	93,1	40	6,9
Météorologie	Météorologie (MT)	557	95,5	26	4,5	583	100,0	541	95,6	25	4,4
	Pharmacie (PH)	54	77,1	16	22,9	70	100,0	46	78,0	13	22,0
	Psychologie (PS)	74	81,3	17	18,7	91	100,0	71	77,2	21	22,8
	Recherche historique (HR)	200	74,6	68	25,4	268	100,0	199	73,4	72	26,6
Recherche scientifique	Recherche scientifique (SE)	2 074	97,4	55	2,6	2 129	100,0	2 059	97,3	58	2,7
	Réglementation scientifique (SG)	449	92,6	36	7,4	485	100,0	440	91,7	40	8,3
	Sciences biologiques (BI)	766	86,6	119	13,4	885	100,0	760	85,2	132	14,8
	Sciences domestiques (HE)	1	2,0	48	98,0	49	100,0	2	5,1	37	94,9
Sciences forestières	Sciences forestières (FO)	88	100,0	0	0,0	88	100,0	88	97,8	2	2,2
	Sciences infirmières (NU)	99	5,7	1 627	94,3	1 726	100,0	92	6,4	1 356	93,6
	Sciences physiques (PC)	567	90,7	58	9,3	625	100,0	563	89,2	68	10,8
	Service scientifique de la défense (DS)	515	95,9	22	4,1	537	100,0	534	95,0	28	5,0
Service social	Service social (SW)	130	77,8	37	22,2	167	100,0	120	76,9	36	23,1
	Vérification (AV)	2 805	95,9	120	4,1	2 925	100,0	2 823	95,6	131	4,4
	Total	17 223	78,2	4 815	21,8	22 038	100,0	16 952	79,0	4 506	21,0
	Total	21 460	100,0	2 954	100,0						



Effectifs selon la catégorie professionnelle et le sexe, de 1976 à 1980



Note : En 1976 et en 1977, la catégorie Haute direction comprenait les SX nommés à titre intérimaire.  
Source : Commission de la Fonction publique.  
catégorie Haute direction) et ministère des  
Approuvements et Services (autres catégories)



Catégorie professionnelle	Modalité d'emploi	Toutes les catégories <sup>1</sup>				Tous les				Toutes les			
		Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglophones <sup>a</sup>		Francophones <sup>a</sup>	
		N.	%	N.	%	N.	%	N.	%	N.	%	N.	%
Plein temps	• Période indéterminée	168 604	73,5	60 899	26,5	229 503	240 213	169 663	73,3	61 898	26,7	231 561	242,3
	• Saisonnier	952	85,7	159	14,3	1 111	1 273	1 082	86,0	176	14,0	1 258	14,1
Total		176 562	73,4	63 898	26,6	240 460	255 683	177 225	73,2	64 923	26,8	242 148	257,8
Temps partiel	• Période indéterminée	7 164	75,1	2 371	24,9	9 535	10 769	6 252	73,2	2 288	26,8	8 540	9,6
	• Saisonnier	14	100,0	0	0,0	14	15	50	83,3	10	16,7	60	5
Total		7 351	75,0	2 452	25,0	9 803	11 182	6 511	73,2	2 383	26,8	8 894	10,2
Grand total		183 913	73,5	66 350	26,5	250 263	266 865	183 740	73,2	67 308	26,8	251 048	268,1

<sup>1</sup>Première langue officielle de l'employé.  
<sup>2</sup>Dans 16 602 cas en 1979 et 17 091 en 1980, la première langue officielle de l'employé n'est pas précisée.

<sup>3</sup>Sont exclus du grand total, 90 SX en 1979 et 38 en 1980. Voir la Note technique.

<sup>4</sup>Comprend 2 17 employés en 1979 et 227 en 1980 de la Commission des relations de travail dans la Fonction publique et d'autres employés dont le poste n'a pas encore été classé dans l'une ou l'autre des catégories professionnelles.

Source : Système de traitement des données sur la haute direction de la Commission (catégorie Haute direction) et ministère des Approvisionnement et Services (autres catégories)

Catégorie	Professionnelle	Catégories à cadres	Total	Plein temps				Temps partiel				Total	Catégorie non administratif	Total	Plein temps				Temps partiel				Total	Catégorie d'exploitation	Total													
				Anglophones <sup>a</sup>	Anglophones <sup>a</sup> et Franco-phones	N.	%	Anglophones <sup>a</sup>	Anglophones <sup>a</sup> et Franco-phones	N.	%				Anglophones <sup>a</sup>	Anglophones <sup>a</sup> et Franco-phones	N.	%	Anglophones <sup>a</sup>	Anglophones <sup>a</sup> et Franco-phones	N.	%																
• Période indéterminée	70 869	77,0	21 206	23,0	92 075	96 239	70 733	76,5	21 682	23,5	92 415	96 459	• Saisonnier	264	92,6	21	7,4	285	306	264	91,3	25	8,7	289	319	• Période déterminée	1 428	74,3	494	25,7	1 922	2 349	1 646	75,4	537	24,6	2 183	2 891
Total	72 561	77,0	21 721	23,0	94 202	98 894	72 643	76,6	22 244	23,4	94 887	99 669	• Période indéterminée	234	79,1	62	20,9	296	345	269	75,1	89	24,9	358	393	• Période déterminée	21	60,0	14	40,0	35	53	34	87,2	5	12,8	39	61
• Saisonnier	14	100,0	0	0,0	14	15	46	83,6	9	16,4	55	61	• Saisonnier	90	76,3	28	23,7	118	202	117	70,9	48	29,1	165	287	• Période déterminée	317	76,8	96	23,2	413	596	431	72,3	165	27,7	596	864
Total	42 843	68,9	19 350	31,1	62 193	67 124	42 333	68,4	19 585	31,6	61 918	67 300	• Période indéterminée	39 708	69,1	17 744	30,9	57 452	60 413	39 263	68,9	17 738	31,1	57 001	60 187	• Saisonnier	19	86,4	3	13,6	22	25	30	93,8	2	6,3	32	41
• Période indéterminée	3 116	66,0	1 603	34,0	4 719	6 686	3 040	62,2	1 845	37,8	4 885	7 072	• Période déterminée	3 116	66,0	1 603	34,0	4 719	6 686	3 040	62,2	1 845	37,8	4 885	7 072	• Période déterminée	3 116	66,0	1 603	34,0	4 719	6 686	3 040	62,2	1 845	37,8	4 885	7 072
Total	43 160	68,9	19 446	31,1	62 606	67 720	42 765	68,4	19 750	31,6	62 515	68 169	• Période indéterminée	57 956	72,6	21 872	27,4	79 828	83 357	59 595	72,7	22 403	27,3	81 998	85 471	• Période déterminée	2 462	76,8	743	23,2	3 205	5 149	1 792	79,4	466	20,6	2 258	4 147
• Saisonnier	0	0,0	0	0,0	0	0	1	50,0	0	0,0	3	4	• Saisonnier	90	76,3	28	23,7	118	202	117	70,9	48	29,1	165	287	• Période déterminée	61 087	72,9	22 750	27,1	83 837	89 448	62 175	73,0	23 018	27,0	85 193	90 671
• Période indéterminée	6 703	74,9	2 241	25,1	8 944	10 030	5 672	73,1	2 082	26,9	7 754	8 640	• Période indéterminée	57 956	72,6	21 872	27,4	79 828	83 357	59 595	72,7	22 403	27,3	81 998	85 471	• Période déterminée	2 462	76,8	743	23,2	3 205	5 149	1 792	79,4	466	20,6	2 258	4 147
Saisonnier	0	0,0	0	0,0	0	0	1	50,0	1	50,0	2	2	• Saisonnier	669	83,2	135	16,8	804	942	788	84,1	149	15,9	937	1 053	• Période déterminée	61 087	72,9	22 750	27,1	83 837	89 448	62 175	73,0	23 018	27,0	85 193	90 671
• Période déterminée	62	61,4	39	38,6	101	143	58	64,4	32	35,6	90	229	• Période déterminée	62	61,4	39	38,6	101	143	58	64,4	32	35,6	90	229	• Période déterminée	62	61,4	39	38,6	101	143	58	64,4	32	35,6	90	229
Total	67 852	73,1	25 030	26,9	92 882	99 621	67 907	73,0	25 135	27,0	93 042	99 555	Total	67 852	73,1	25 030	26,9	92 882	99 621	67 907	73,0	25 135	27,0	93 042	99 555	Total	67 852	73,1	25 030	26,9	92 882	99 621	67 907	73,0	25 135	27,0	93 042	99 555

Tableau 15

Catégorie professionnelle, modalité d'emploi et groupe linguistique  
Répartition, en nombre et pourcentage, des employés selon la catégorie professionnelle, la modalité d'emploi et le groupe linguistique, 1979 et 1980

Catégorie professionnelle	Modalité d'emploi	1979			1980		
		Anglophones <sup>a</sup>	Franco-phones <sup>a</sup>	Total <sup>a</sup>	Anglophones <sup>a</sup>	Franco-phones <sup>a</sup>	Total <sup>a</sup>
Haute direction <sup>b</sup>	Plein temps	1 050	285	21,3	1 335	1 027	78,6
	• Période indéterminée	1 050	285	21,3	1 335	1 027	78,6
	• Saisonnier	0	0,0	0	0	0	0,0
	• Période déterminée	4	100,0	0	4	1	50,0
	Total	1 054	285	21,3	1 339	1 028	78,5
	Temps partiel	1 054	78,7	285	1 339	1 028	78,5
	• Période indéterminée	0	0,0	0	0	0	0,0
	• Saisonnier	0	0,0	0	0	0	0,0
	• Période déterminée	0	0,0	0	0	0	0,0
	Total	0	0,0	0	0	0	0,0
Scientifiques et spécialistes	Plein temps	16 044	81,1	3 742	18,9	19 786	21 222
	• Période indéterminée	16 044	81,1	3 742	18,9	19 786	21 222
	• Saisonnier	8	80,0	2	20,0	11	8
	• Période déterminée	340	74,4	117	25,6	457	602
	Total	16 392	80,9	3 861	19,1	20 253	21 835
	Temps partiel	121	86,4	19	13,6	140	180
	• Période indéterminée	121	86,4	19	13,6	140	180
	• Saisonnier	0	0,0	0	0,0	0	0
	• Période déterminée	9	60,0	6	40,0	15	23
	Total	130	83,9	25	16,1	155	203
Administration et service extérieur	Plein temps	34 444	72,9	12 827	27,1	47 271	49 153
	• Période indéterminée	34 444	72,9	12 827	27,1	47 271	49 153
	• Saisonnier	28	87,5	4	12,5	32	33
	• Période déterminée	531	68,3	246	31,7	777	918
	Total	35 003	72,8	13 077	27,2	48 080	50 104
	Temps partiel	102	73,9	36	26,1	138	146
	• Période indéterminée	102	73,9	36	26,1	138	146
	• Saisonnier	14	100,0	0	0,0	14	15
	• Période déterminée	11	61,1	7	38,9	18	22
	Total	127	74,7	43	25,3	170	183
Techniciens	Plein temps	19 466	81,5	4 418	18,5	23 884	24 619
	• Période indéterminée	19 466	81,5	4 418	18,5	23 884	24 619
	• Saisonnier	228	93,8	15	6,2	243	262
	• Période déterminée	554	80,9	131	19,1	685	825
	Total	20 248	81,6	4 564	18,4	24 812	25 706
	Temps partiel	11	61,1	7	38,9	18	19
	• Période indéterminée	11	61,1	7	38,9	18	19
	• Saisonnier	0	0,0	0	0,0	0	0
	• Période déterminée	1	50,0	1	50,0	2	8
	Total	12	60,0	8	40,0	20	27
	Plein temps	24 570	81,1	4 480	18,9	23 743	24 570
	• Période indéterminée	24 570	81,1	4 480	18,9	23 743	24 570
	• Saisonnier	267	8,2	22	91,8	245	262
	• Période déterminée	835	19,3	161	80,7	674	825
	Total	24 845	18,8	4 663	81,2	20 182	25 706
	Temps partiel	19	47,4	9	52,6	10	19
	• Période indéterminée	19	47,4	9	52,6	10	19
	• Saisonnier	0	0,0	0	100,0	1	11
	• Période déterminée	3	21,4	12	78,6	22	22
	Total	24 881	18,8	4 675	81,2	20 206	25 733
	Plein temps	25 918	81,2	4 675	18,8	24 881	25 918
	• Période indéterminée	25 918	81,2	4 675	18,8	24 881	25 918
	• Saisonnier	291	8,2	22	91,8	245	262
	• Période déterminée	835	19,3	161	80,7	674	825
	Total	25 879	18,8	4 663	81,2	20 182	25 706
	Temps partiel	22	52,6	9	47,4	19	22
	• Période indéterminée	22	52,6	9	47,4	19	22
	• Saisonnier	1	0,0	0	100,0	1	11
	• Période déterminée	14	21,4	12	78,6	22	22
	Total	25 918	18,8	4 675	81,2	20 206	25 733

Catégorie professionnelle	Modalité d'emploi	Hommes		Femmes		Total*									
		N	%	N	%	N	%								
Catégorie d'exploitants (chefs d'exploitation)	Plein temps		77 695	80,7	18 542	19,3	96 239	100,0	77 039	79,9	19 418	20,1	96 459	100,0	
	Temps partiel	• Période indéterminée	268	87,6	38	12,4	306	100,0	273	85,6	46	14,4	319	100,0	
		• Saisonnier	1 576	67,1	773	32,9	2 349	100,0	1 811	62,6	1 078	37,3	2 891	100,0	
		Total	79 539	80,4	19 353	19,6	98 894	100,0	79 123	79,4	20 542	20,6	99 669	100,0	
	Temps partiel		• Période indéterminée	49	14,2	296	85,8	345	100,0	54	13,7	339	86,3	393	100,0
	Plein temps	• Saisonnier	15	100,0	0	0,0	15	100,0	57	93,4	4	6,6	61	100,0	
		• Période déterminée	9	17,0	44	83,0	53	100,0	15	24,6	46	75,4	61	100,0	
		Total	73	17,7	340	82,3	413	100,0	126	24,5	389	75,5	515	100,0	
	Plein temps		• Période indéterminée	12 545	20,8	47 866	79,2	60 413	100,0	11 854	19,7	48 332	80,3	60 187	100,0
	Saisonnier	791	84,0	151	16,0	942	100,0	893	84,8	160	15,2	1 053	100,0		
• Période déterminée		4 657	90,4	492	9,6	5 149	100,0	3 829	92,3	318	7,7	4 147	100,0		
Total		76 506	85,5	12 942	14,5	89 448	100,0	76 822	84,7	13 848	15,3	90 671	100,0		
Temps partiel		• Période indéterminée	4 376	43,6	5 654	56,4	10 030	100,0	3 143	36,4	5 497	63,6	8 640	100,0	
Saisonnier	0	0,0	0	0,0	0	0,0	0	0,0	2	100,0	2	100,0			
	• Période déterminée	65	45,5	78	54,5	143	100,0	131	57,2	98	42,8	229	100,0		
	Total	4 441	43,7	5 732	56,3	10 173	100,0	3 274	36,9	5 597	63,1	8 871	100,0		
Plein temps		• Période indéterminée	161 402	67,2	78 807	32,8	240 213	100,0	161 102	66,5	81 225	33,5	242 331	100,0	
Saisonnier	1 062	83,4	211	16,6	1 273	100,0	1 171	82,9	242	17,1	1 413	100,0			
	• Période déterminée	7 433	52,4	6 763	47,6	14 197	100,0	6 920	49,0	7 199	51,0	14 123	100,0		
	Total	169 897	66,4	85 781	33,5	255 683	100,0	169 193	65,6	88 666	34,4	257 867	100,0		
Temps partiel		• Période indéterminée	4 440	41,2	6 329	58,8	10 769	100,0	3 220	33,5	6 386	66,5	9 606	100,0	
Saisonnier	15	100,0	0	0,0	15	100,0	57	85,1	10	14,9	67	100,0			
	• Période déterminée	83	20,9	315	79,1	398	100,0	162	28,1	415	71,9	577	100,0		
	Total	4 538	40,6	6 644	59,4	11 182	100,0	3 439	33,6	6 811	66,4	10 250	100,0		
Grand total		174 435	65,4	92 425	34,6	266 865	100,0	172 644	64,4	95 487	35,6	268 139	100,0		

[illegible]



Tableau 14

## Catégorie professionnelle, modalité d'emploi et sexe

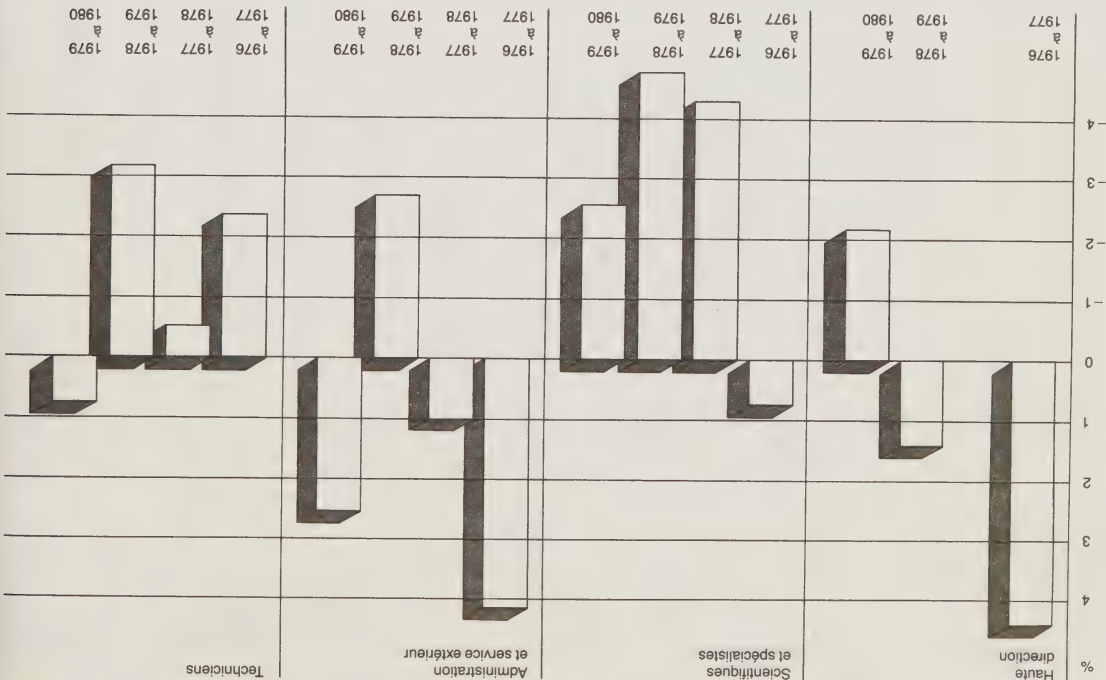
Répartition, en nombre et pourcentage, des employés selon la catégorie professionnelle, la modalité d'emploi et le sexe, 1979 et 1980

Catégorie professionnelle	Modalité d'emploi	Haute direction <sup>a</sup>	1979						1980						
			Hommes		Femmes		Total <sup>b</sup>		Hommes		Femmes		Total <sup>b</sup>		
Scientifiques et spécialistes	Plein temps	• Période indéterminée	16 818	79,2	4 404	20,8	21 222	100,0	16 503	80,3	4 036	19,6	20 541	100,0	
			• Saisonnier	10	90,9	1	9,1	11	100,0	9	81,8	2	18,2	11	100,0
			• Période déterminée	370	61,5	232	38,5	602	100,0	410	58,0	297	42,0	707	100,0
			Total	17 198	78,8	4 637	21,2	21 835	100,0	16 922	79,6	4 335	20,4	21 259	100,0
		Temps partiel	21	11,7	159	88,3	180	100,0	25	14,0	153	86,0	178	100,0	
Administration et service extérieur	Plein temps	• Période indéterminée	37 393	76,1	11 758	23,9	49 153	100,0	37 086	74,0	13 000	26,0	50 086	100,0	
			• Saisonnier	28	84,8	5	15,2	33	100,0	11	64,7	6	35,3	17	100,0
			• Période déterminée	552	60,1	366	39,9	918	100,0	660	56,7	503	43,3	1 163	100,0
			Total	37 973	75,8	12 129	24,2	50 104	100,0	37 757	73,6	13 509	26,4	51 266	100,0
		Temps partiel	25	17,1	121	82,9	146	100,0	25	13,0	168	87,0	193	100,0	
Techniciens	Plein temps	• Période indéterminée	22 285	90,5	2 334	9,5	24 619	100,0	22 236	90,5	2 334	9,5	24 570	100,0	
			• Saisonnier	230	87,8	32	12,2	262	100,0	253	86,9	38	13,1	291	100,0
			• Période déterminée	650	78,8	175	21,2	825	100,0	733	72,4	277	27,4	1 012	100,0
			Total	23 165	90,1	2 541	9,9	25 706	100,0	23 222	89,8	2 649	10,2	25 873	100,0
		Temps partiel	3	15,8	16	84,2	19	100,0	4	18,2	18	81,8	22	100,0	
	Plein temps	• Période indéterminée	23 169	90,0	2 564	10,0	25 733	100,0	23 232	89,6	2 684	10,4	25 918	100,0	
			• Saisonnier	4	14,8	23	85,2	27	100,0	9	20,9	34	79,1	43	100,0
			• Période déterminée	1	12,5	7	87,5	8	100,0	5	25,0	15	75,0	20	100,0
			Total	23 169	90,0	2 564	10,0	25 733	100,0	23 232	89,6	2 684	10,4	25 918	100,0
		Temps partiel	3	15,8	16	84,2	19	100,0	4	18,2	18	81,8	22	100,0	



Soutien administratif

**Graphique 1**  
Variation des effectifs de la Fonction publique selon la catégorie professionnelle, de 1976 à 1980



Note : En 1976 et en 1977, la catégorie Haute direction comprenait les SX nommés à titre intérimaire.  
Source : Commission de la Fonction publique (catégorie Haute direction) et ministère des Approvisionnement et Services (autres catégories)

**Tableau 12**  
**Catégorie professionnelle et lieu de travail**

Repartition, en nombre et pourcentage, des employés selon la catégorie professionnelle et le lieu de travail, 1979 et 1980

Catégorie professionnelle	1979		1980	
	N.	%	N.	%
Haute direction <sup>a</sup>	1 099	82,1	240	17,9
Scientifiques et spécialistes	8 644	39,2	13 394	60,8
Administration et service extérieur	19 330	38,4	30 957	61,6
Techniciens	6 287	24,4	19 446	75,6
<b>Total (catégories de cadres)</b>	<b>35 279</b>	<b>35,5</b>	<b>64 028</b>	<b>64,5</b>
Soutien administratif	26 464	39,1	41 256	60,9
Exploitation	7 847	7,9	91 774	92,1
<b>Grand total<sup>b</sup></b>	<b>69 754</b>	<b>26,1</b>	<b>197 111</b>	<b>73,9</b>
Sont exclus du grand total, 90 SX en 1979 et 38 en 1980. Voir la Note technique.				
Comprend 2 17 employés en 1979 et 227 en 1980 de la Commission des relations de travail dans la Fonction publique et d'autres employés dont le poste n'a pas encore été classé dans l'une ou l'autre des catégories professionnelles.				
Source : Système de traitement des données sur la Haute direction de la Commission (catégorie Haute direction) et ministère des Approvisionnement et Services (autres catégories)				

répartition, en nombre et pourcentage, des employés à plein temps, période indéterminée selon le trimestre annuel et le groupe linguistique, 1979 et 1980

Période	Anglophones		Francophones		Total
	N	%	N	%	
1950—1959	373	72,6	141	27,4	514
1960—1969	826	68,7	376	31,3	1 202
1970—1979	1 670	66,8	831	28,7	2 501
1980—1989	6 090	71,3	2 454	28,7	8 544
1990—1999	5 220	71,4	2 088	28,6	7 308
2000—2009	14 548	70,5	6 100	29,5	20 648
2010—2019	9 740	70,7	4 030	29,3	13 770
2020—2029	12 464	71,2	5 036	28,8	17 500
2030—2039	27 844	70,5	11 657	29,5	39 501
2040—2049	10 442	72,9	3 881	27,1	14 323
2050—2059	7 324	75,1	2 429	24,9	9 753
2060—2069	2 695	74,1	942	25,9	3 637
2070—2079	3 810	74,8	1 286	25,2	5 096
2080—2089	3 975	75,8	1 268	24,2	5 243
2090—2099	2 298	74,7	778	25,3	3 076
2100—2109	2 061	75,1	683	24,9	2 744
2110—2119	2 065	78,6	563	21,4	2 628
2120—2129	2 748	73,5	989	26,5	3 737
2130—2139	1 493	81,2	346	18,8	1 839
2140—2149	1 678	82,8	349	17,2	2 027
2150—2159	1 799	78,7	488	21,3	2 287
2160—2169	1 358	83,2	274	16,8	1 632
2170—2179	1 922	86,7	295	13,3	2 217
2180—2189	2 027	84,5	372	15,5	2 399
2190—2199	888	83,2	179	16,8	1 067
2200—2209	963	85,6	162	14,4	1 125
2210—2219	1 279	87,4	185	12,6	1 464
2220—2229	408	83,3	82	16,7	490
2230—2239	1 788	86,4	281	13,6	2 069
2240—2249	671	84,1	127	15,9	798
2250—2259	129	83,2	26	16,8	155
2260—2269	168 604	73,5	60 899	26,5	229 503
2270—2279	15 309	73,7	5 451	26,3	20 760
2280—2289	168 604	73,5	60 899	26,5	229 503
2290—2299	169 663	73,3	61 898	26,7	231 561
2300—2309	169 663	73,3	61 898	26,7	231 561
2310—2319	169 663	73,3	61 898	26,7	231 561
2320—2329	169 663	73,3	61 898	26,7	231 561
2330—2339	169 663	73,3	61 898	26,7	231 561
2340—2349	169 663	73,3	61 898	26,7	231 561
2350—2359	169 663	73,3	61 898	26,7	231 561
2360—2369	169 663	73,3	61 898	26,7	231 561
2370—2379	169 663	73,3	61 898	26,7	231 561
2380—2389	169 663	73,3	61 898	26,7	231 561
2390—2399	169 663	73,3	61 898	26,7	231 561
2400—2409	169 663	73,3	61 898	26,7	231 561
2410—2419	169 663	73,3	61 898	26,7	231 561
2420—2429	169 663	73,3	61 898	26,7	231 561
2430—2439	169 663	73,3	61 898	26,7	231 561
2440—2449	169 663	73,3	61 898	26,7	231 561
2450—2459	169 663	73,3	61 898	26,7	231 561
2460—2469	169 663	73,3	61 898	26,7	231 561
2470—2479	169 663	73,3	61 898	26,7	231 561
2480—2489	169 663	73,3	61 898	26,7	231 561
2490—2499	169 663	73,3	61 898	26,7	231 561
2500—2509	169 663	73,3	61 898	26,7	231 561
2510—2519	169 663	73,3	61 898	26,7	231 561
2520—2529	169 663	73,3	61 898	26,7	231 561
2530—2539	169 663	73,3	61 898	26,7	231 561
2540—2549	169 663	73,3	61 898	26,7	231 561
2550—2559	169 663	73,3	61 898	26,7	231 561
2560—2569	169 663	73,3	61 898	26,7	231 561
2570—2579	169 663	73,3	61 898	26,7	231 561
2580—2589	169 663	73,3	61 898	26,7	231 561
2590—2599	169 663	73,3	61 898	26,7	231 561
2600—2609	169 663	73,3	61 898	26,7	231 561
2610—2619	169 663	73,3	61 898	26,7	231 561
2620—2629	169 663	73,3	61 898	26,7	231 561
2630—2639	169 663	73,3	61 898	26,7	231 561
2640—2649	169 663	73,3	61 898	26,7	231 561
2650—2659	169 663	73,3	61 898	26,7	231 561
2660—2669	169 663	73,3	61 898	26,7	231 561
2670—2679	169 663	73,3	61 898	26,7	231 561
2680—2689	169 663	73,3	61 898	26,7	231 561
2690—2699	169 663	73,3	61 898	26,7	231 561
2700—2709	169 663	73,3	61 898	26,7	231 561
2710—2719	169 663	73,3	61 898	26,7	231 561
2720—2729	169 663	73,3	61 898	26,7	231 561
2730—2739	169 663	73,3	61 898	26,7	231 561
2740—2749	169 663	73,3	61 898	26,7	231 561
2750—2759	169 663	73,3	61 898	26,7	231 561
2760—2769	169 663	73,3	61 898	26,7	231 561
2770—2779	169 663	73,3	61 898	26,7	231 561
2780—2789	169 663	73,3	61 898	26,7	231 561
2790—2799	169 663	73,3	61 898	26,7	231 561
2800—2809	169 663	73,3	61 898	26,7	231 561
2810—2819	169 663	73,3	61 898	26,7	231 561
2820—2829	169 663	73,3	61 898	26,7	231 561
2830—2839	169 663	73,3	61 898	26,7	231 561
2840—2849	169 663	73,3	61 898	26,7	231 561
2850—2859	169 663	73,3	61 898	26,7	231 561
2860—2869	169 663	73,3	61 898	26,7	231 561
2870—2879	169 663	73,3	61 898	26,7	231 561
2880—2889	169 663	73,3	61 898	26,7	231 561
2890—2899	169 663	73,3	61 898	26,7	231 561
2900—2909	169 663	73,3	61 898	26,7	231 561
2910—2919	169 663	73,3	61 898	26,7	231 561
2920—2929	169 663	73,3	61 898	26,7	231 561
2930—2939	169 663	73,3	61 898	26,7	231 561
2940—2949	169 663	73,3	61 898	26,7	231 561
2950—2959	169 663	73,3	61 898	26,7	231 561
2960—2969	169 663	73,3	61 898	26,7	231 561
2970—2979	169 663	73,3	61 898	26,7	231 561
2980—2989	169 663	73,3	61 898	26,7	231 561
2990—2999	169 663	73,3	61 898	26,7	231 561
3000—3009	169 663	73,3	61 898	26,7	231 561
3010—3019	169 663	73,3	61 898	26,7	231 561
3020—3029	169 663	73,3	61 898	26,7	231 561
3030—3039	169 663	73,3	61 898	26,7	231 561
3040—3049	169 663	73,3	61 898	26,7	231 561
3050—3059	169 663	73,3	61 898	26,7	231 561
3060—3069	169 663	73,3	61 898	26,7	231 561
3070—3079	169 663	73,3	61 898	26,7	231 561
3080—3089	169 663	73,3	61 898	26,7	231 561
3090—3099	169 663	73,3	61 898	26,7	231 561
3100—3109	169 663	73,3	61 898	26,7	231 561
3110—3119	169 663	73,3	61 898	26,7	231 561
3120—3129	169 663	73,3	61 898	26,7	231 561
3130—3139	169 663	73,3	61 898	26,7	231 561
3140—3149	169 663	73,3	61 898	26,7	231 561
3150—3159	169 663	73,3	61 898	26,7	231 561
3160—3169	169 663	73,3	61 898	26,7	231 561
3170—3179	169 663	73,3	61 898	26,7	231 561
3180—3189	169 663	73,3	61 898	26,7	231 561
3190—3199	169 663	73,3	61 898	26,7	231 561
3200—3209	169 663	73,3	61 898	26,7	231 561
3210—3219	169 663	73,3	61 898	26,7	231 561
3220—3229	169 663	73,3	61 898	26,7	231 561
3230—3239	169 663	73,3	61 898	26,7	231 561
3240—3249	169 663	73,3	61 898	26,7	231 561
3250—3259	169 663	73,3	61 898	26,7	231 561
3260—3269	169 663	73,3	61 898	26,7	231 561
3270—3279	169 663	73,3	61 898	26,7	231 561
3280—3289	169 663	73,3	61 898	26,7	231 561
3290—3299	169 663	73,3	61 898	26,7	231 561
3300—3309	169 663	73,3	61 898	26,7	231 561
3310—3319	169 663	73,3	61 898	26,7	231 561
3320—3329	169 663	73,3	61 898	26,7	231 561
3330—3339	169 663	73,3	61 898	26,7	231 561
3340—3349	169 663	73,3	61 898	26,7	231 561
3350—3359	169 663	73,3	61 898	26,7	231 561
3360—3369	169 663	73,3	61 898	26,7	231 561
3370—3379	169 663	73,3	61 898	26,7	231 561
3380—3389	169 663	73,3	61 898	26,7	231 561
3390—3399	169 663	73,3	61 898	26,7	231 561
3400—3409	169 663	73,3	61 898	26,7	231 561
3410—3419	169 663	73,3	61 898	26,7	231 561
3420—3429	169 663	73,3	61 898	26,7	231 561
3430—3439	169 663	73,3	61 898	26,7	231 561
3440—3449	169 663	73,3	61 898	26,7	231 561
3450—3459	169 663	73,3	61 898	26,7	231 561
3460—3469	169 663	73,3	61 898	26,7	231 561
3470—3479	169 663	73,3	61 898	26,7	231 561
3480—3489	169 663	73,3	61 898	26,7	231 561
3490—3499	169 663	73,3	61 898	26,7	231 561
3500—3509	169 663	73,3	61 898	26,7	231 561
3510—3519	169 663	73,3	61 898	26,7	231 561
3520—3529	169 663	73,3	61 898	26,7	231 561
3530—3539	169 663	73,3	61 898	26,7	231 561
3540—3549	169 663	73,3	61 898	26,7	231 561
3550—3559	169 663	73,3	61 898	26,7	231 561
3560—3569	169 663	73,3	61 898	26,7	231 561
3570—3579	169 663	73,3	61 898	26,7	231 561
3580—3589	169 663	73,3	61 898	26,7	231 561
3590—3599	169 663	73,3	61 898	26,7	231 561
3600—3609	169 663	73,3	61 898	26,7	231 561
3610—3619	169 663	73,3	61 898	26,7	231 561
3620—3629	169 663	73,3	61 898	26,7	231 561
3630—3639	169 663	73,3	61 898	26,7	231 561
3640—3649	169 663	73,3	61 898	26,7	231 561
3650—3659	169 663	73,3	61 898	26,7	231 561
3660—3669	169 663	73,3	61 898	26,7	231 561
3670—3679	169 663	73,3	61 898	26,7	231 561
3680—3689	169 663	73,3	61 898	26,7	231 561
3690—3699	169 663	73,3	61 898	26,7	231 561
3700—3709	169 663	73,3	61 898	26,7	231 561
3710—3719	169 663				



Tableau 10

**Traitement annuel et sexe**

Répartition, en nombre et pourcentage, des employés à plein temps, période indéterminée selon le traitement annuel et le sexe, 1979 et 1980

		1979		1980	
		Hommes	Femmes	Hommes	Femmes
		Total <sup>a</sup>	Total <sup>a</sup>	Total <sup>a</sup>	Total <sup>a</sup>
		N.	N.	N.	N.
8 500—8 999	112	18,8	484	81,2	596
9 000—9 499	146	10,6	1 227	89,4	1 373
9 500—9 999	306	10,7	2 566	89,3	2 873
10 000—10 999	2 651	29,1	6 457	70,9	9 108
11 000—11 999	3 027	37,1	5 143	62,9	8 170
12 000—12 999	7 903	36,1	14 007	63,9	21 911
13 000—13 999	6 032	42,0	8 319	58,0	14 351
14 000—14 999	8 664	47,5	9 573	52,5	18 237
15 000—15 999	31 344	76,0	9 885	24,0	41 229
16 000—16 999	10 332	70,9	4 241	29,1	14 573
17 000—17 999	5 955	72,1	2 301	27,9	8 256
18 000—18 999	12 556	82,5	2 663	17,5	15 219
19 000—19 999	8 662	84,1	1 635	15,9	10 297
20 000—20 999	11 588	78,7	3 135	21,3	14 723
21 000—21 999	8 442	83,9	1 621	16,1	10 063
22 000—22 999	2 955	78,4	815	21,6	3 770
23 000—23 999	4 560	86,8	696	13,2	5 256
24 000—24 999	4 667	85,8	771	14,2	5 438
25 000—25 999	2 740	85,8	454	14,2	3 194
26 000—26 999	2 429	85,6	408	14,4	2 837
27 000—27 999	2 377	88,2	317	11,8	2 694
28 000—28 999	3 416	89,0	423	11,0	3 839
29 000—29 999	1 776	92,6	142	7,4	1 918
30 000—30 999	1 971	94,2	122	5,8	2 093
31 000—31 999	2 830	94,9	121	5,1	2 951
32 000—32 999	1 530	91,6	141	8,4	1 671
33 000—33 999	2 187	95,6	101	4,4	2 288
34 000—34 999	2 402	96,8	80	3,2	2 482
35 000—35 999	1 054	96,0	44	4,0	1 098
36 000—36 999	1 120	95,8	49	4,2	1 169
37 000—37 999	833	94,2	51	5,8	884
38 000—38 999	1 507	98,1	29	1,9	1 536
39 000—39 999	493	97,8	11	2,2	504
40 000—40 999	2 136	97,3	58	2,6	2 195
41 000—41 999	808	95,6	36	4,3	845
42 000—42 999	165	97,1	5	2,9	170
43 000—43 999	174 435	65,4	92 425	34,6	266 865
44 000—44 999	13 033	48,9	13 618	51,1	26 652
45 000—45 999	161 402	67,2	78 807	32,8	240 213
46 000—46 999	172 644	100,0	172 644	100,0	172 644
47 000—47 999	66,5	81 225	33,5	242 331	100,0
48 000—48 999	808	95,6	36	4,3	845
49 000—49 999	1 507	98,1	29	1,9	1 536
50 000 et plus	165	97,1	5	2,9	170
<b>Total<sup>b</sup></b>	<b>161 402</b>	<b>67,2</b>	<b>78 807</b>	<b>32,8</b>	<b>240 213</b>
<b>Autres<sup>c</sup></b>	<b>13 033</b>	<b>48,9</b>	<b>13 618</b>	<b>51,1</b>	<b>26 652</b>
<b>Grand total</b>	<b>174 435</b>	<b>65,4</b>	<b>92 425</b>	<b>34,6</b>	<b>266 865</b>

<sup>a</sup> Dans 5 cas en 1979 et 8 en 1980, les documents de

Base ne précisent pas le sexe de l'employé.

<sup>b</sup> Selon le taux de traitement annuel des employés au 31 décembre.

<sup>c</sup> Dans 1 002 cas en 1979 et 173 en 1980, les docu-

ments de paye sont incomplets.

Comprend les employés dont la modalité d'emploi est

autre que « plein temps, période indéterminée ».

Source : Ministère des Approvisionnements et Services



Tableau 8

Âge et sexe  
Répartition, en nombre et pourcentage, des employés selon le groupe d'âge et le sexe, 1979 et 1980

1979												1980																																																																																																																																																																																																																																																																																			
Hommes						Femmes						Total <sup>a</sup>						Hommes						Femmes						Total <sup>a</sup>																																																																																																																																																																																																																																																																	
N.						%						N.						%						N.						%						N.						%																																																																																																																																																																																																																																																					
Moins de 20 ans												791	36,3	1 389	63,7	2 180	100,0	638	29,8	1 505	70,2	2 143	100,0	20—24												10 598	41,8	14 763	58,2	25 363	100,0	10 173	41,1	14 578	58,9	24 753	100,0	25—29												25 246	56,4	19 520	43,6	44 767	100,0	24 957	55,5	20 030	44,5	44 989	100,0	30—34												29 125	67,7	13 877	32,3	43 002	100,0	29 688	66,2	15 131	33,8	44 821	100,0	35—39												20 501	69,7	8 911	30,3	29 412	100,0	21 149	68,7	9 650	31,3	30 799	100,0	40—44												17 424	68,4	8 061	31,6	25 485	100,0	17 296	67,7	8 264	32,3	25 560	100,0	45—49												18 279	70,7	7 583	29,3	25 862	100,0	18 325	70,0	7 852	30,0	26 177	100,0	50—54												19 150	71,3	7 713	28,7	26 864	100,0	18 474	70,9	7 566	29,1	26 042	100,0	55—59												21 726	75,4	7 099	24,6	28 825	100,0	20 309	73,7	7 234	26,3	27 543	100,0	60—64												11 255	76,9	3 388	23,1	14 644	100,0	11 510	76,1	3 622	23,9	15 132	100,0	65 ans et plus												231	69,8	100	30,2	331	100,0	111	68,5	51	31,5	162	100,0	Total <sup>b</sup>												174 435		92 425		266 865	100,0	172 644		95 487		268 139	100,0

ans 5 cas en 1979 et 8 en 1980, les documents de l'emploi ne précisent pas le sexe de l'employé.  
ans 130 cas en 1979 et 18 en 1980, les documents de l'emploi ne précisent pas la date de naissance de l'employé.  
Source : Ministère des Approvisionnement et services

Tableau 9

Âge et groupe linguistique  
Répartition, en nombre et pourcentage, des employés selon le groupe d'âge et le groupe linguistique, 1979 et 1980

		1979				1980						
Groupe d'âge	Total <sup>b</sup>	Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Anglophones <sup>a</sup>		Francophones <sup>a</sup>				
		N.	%	N.	%	N.	%	N.	%			
Moins de 20 ans	1 003	64,7	548	35,3	1 551	2 180	956	64,7	521	35,3	1 477	2 143
20—24	14 416	65,3	7 671	34,7	22 087	25 363	13 848	64,9	7 477	35,1	21 325	24 753
25—29	28 351	68,7	12 918	31,3	41 269	44 767	28 358	68,7	12 933	31,3	41 291	44 989
30—34	28 440	70,3	11 992	29,7	40 432	43 002	29 761	70,8	12 287	29,2	42 048	44 821
35—39	19 892	71,4	7 955	28,6	27 847	29 412	20 515	70,5	8 589	29,5	29 104	30 799
40—44	18 135	75,0	6 033	25,0	24 168	25 485	18 165	74,9	6 088	25,1	24 253	25 566
45—49	18 820	76,3	5 849	23,7	24 669	25 862	19 002	75,9	6 030	24,1	25 032	26 177
50—54	20 338	78,7	5 495	21,3	25 833	26 864	19 443	77,5	5 659	22,5	25 102	26 042
55—59	22 704	81,4	5 204	18,6	27 908	28 825	21 641	81,1	5 042	18,9	26 683	27 543
60—64	11 509	81,7	2 578	18,3	14 087	14 644	11 940	81,8	2 656	18,2	14 596	15 132
65 ans et plus	254	85,8	42	14,2	296	331	108	83,7	21	16,3	129	162
Total <sup>b</sup>	183 913		66 350		250 263	266 865	183 740		67 308		251 048	268 139

Remarque : la langue officielle de l'emploi.  
Dans 16 602 cas en 1979 et 17 091 en 1980, la première langue officielle de l'emploi n'est pas précisée.  
Dans 130 cas en 1979 et 18 en 1980, les documents de l'emploi ne précisent pas la date de naissance de l'employé.  
Source : Ministère des Approvisionnement et services

Ministère d'affectation					
Anglophones <sup>a</sup>		Francophones <sup>a</sup>		Total <sup>b</sup>	
N.	%	N.	%	N.	%
Anglo-phones et Franco-phones		Anglo-phones et Franco-phones		Total	

[illegible]

<sup>a</sup> Première langue officielle de l'employé.

<sup>b</sup>Dans 16 602 cas en 1979 et 17 091 en 1980, la

première langue officielle de l'employé n'est pas

précisée.

En 1980, la validation de l'effectif s'explique en grande partie par le transfert de Parcs Canada du ministère

partie par le traisant de l'air Canada ou ministère des Affaires indiennes et du Nord canadien au minis-

des Affaires indiennes et  
tère de l'Environnement.

Source: Ministère des Approvisionnements et

Source: Services

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[illegible]

Tableau 7

Ministère d'affectation et groupe linguistique  
Répartition, en nombre et pourcentage, des employés selon le ministère d'affectation et le groupe linguistique, 1979 et 1980

Ministère d'affectation	1979		1980	
	Anglophones <sup>a</sup>	Francophones <sup>a</sup>	Anglophones <sup>a</sup>	Francophones <sup>a</sup>
Postes	N.	%	N.	%
Revenu national (Douanes et Accises, Impôt)	16 288	67,8	5 756	22,1
Emploi et Immigration	13 992	66,8	20 650	22,2
Transports	14 403	79,5	3 706	20,5
Environnement <sup>b</sup>	5 024	84,0	956	16,0
Service canadien des pénitenciers	6 473	68,0	3 051	32,0
Approvisionnement et Services	6 024	63,3	3 499	36,7
Agriculture	7 068	80,6	1 696	19,4
Santé nationale et Bien-être social	6 125	80,3	1 498	19,7
Travaux publics	5 643	71,8	2 219	28,2
Affaires indiennes et du Nord canadien <sup>c</sup>	6 849	83,5	1 350	16,5
Pêches et Océans	4 358	91,5	407	8,5
Statistique Canada	2 774	67,7	1 324	32,3
Affaires des anciens combattants	2 032	62,6	1 212	37,4
Gendarmerie royale du Canada (civils)	2 605	82,1	567	17,9
Energie, Mines et Ressources	2 875	84,2	540	15,8
Secrétariat d'Etat du Canada	906	30,8	2 031	69,2
Affaires extérieures	2 044	69,9	882	30,1
Commission de la Fonction publique	872	34,3	1 669	65,7
Industrie et Commerce	1 864	81,6	421	18,4
Consommation et Corporations	1 499	69,1	671	30,9
Communications	1 432	74,7	486	25,3
Justice	706	69,8	305	30,2
Expansion économique régionale	705	69,3	312	30,7
Agence canadienne de développement international	465	49,7	471	50,3
Musées nationaux du Canada	673	70,6	280	29,4
Commission canadienne des grains	755	95,6	35	4,4
Travail	480	77,0	143	23,0
Commission canadienne des Transports	565	75,8	180	24,2
Archives publiques du Canada	444	64,2	248	35,8
Conseil du Trésor	426	65,4	225	34,6
Finances	423	67,5	204	32,5
Bibliothèque nationale du Canada	320	69,3	142	30,7
Total	39 112	70,7	16 241	29,3
Anglophones <sup>a</sup>	25 333	81,2	5 855	18,8
Francophones <sup>a</sup>	16 241	29,3	31 188	33 694
Total <sup>b</sup>	58 770	39 804	70,8	16 454
Anglophones <sup>a</sup>	16 454	29,2	56 258	31 231
Francophones <sup>a</sup>	56 258	31 231	19,2	5 985
Total	31 231	19,2	5 985	19,2



Ministère d'affectation	1979		1980	
	Hommes	Femmes	Hommes	Femmes
Administration du rattachement				
87	56,1	68	43,9	155
122	64,9	66	35,1	188
Bureau du Contrôleur général du Canada	109	68,1	51	31,9
103	64,0	58	36,0	161
Commission des relations de travail dans la Fonction publique	83	50,9	80	49,1
163	100,0	82	51,6	77
159	100,0	76	52,7	70
Sciences et Technologie	76	55,9	60	44,1
136	100,0	78	52,7	70
Jour fédérale	70	53,0	62	47,0
132	100,0	66	51,6	62
Agence d'examen de l'investissement étranger	55	55,6	44	44,4
99	100,0	60	53,6	52
Commission canadienne des droits de la personne	33	37,1	56	62,9
89	100,0	37	35,6	67
Bureau du Commissaire aux langues officielles	48	48,5	51	51,5
99	100,0	47	47,0	53
Bureau du Chef de cabinet du Gouverneur général	35	42,7	47	57,3
82	100,0	35	41,7	49
Département d'Etat au développement économique	0	0,0	8	50,6
41	49,4	41	58,7	75
Conseil canadien des relations du travail	32	41,6	45	58,4
77	100,0	31	41,3	44
Bureau des relations fédérales-provinciales	39	50,0	39	50,0
78	100,0	30	44,1	38
Jour suprême	30	53,6	26	46,4
56	100,0	28	50,9	27
Bureau du Directeur général des élections	20	43,5	26	56,5
46	100,0	18	38,3	29
Commission d'appel de l'immigration	25	48,1	27	51,9
52	100,0	24	51,1	23
Commission mixte internationale	23	59,0	16	41,0
39	100,0	21	53,8	18
Commission de la réforme du droit	9	25,7	26	74,3
35	100,0	7	22,6	24
Canada	10	30,3	23	69,7
33	100,0	10	32,3	21
Commission de révision de l'impôt	13	52,0	12	48,0
25	100,0	16	57,1	12
Secrétariat des conférences intergouvernementales	12	50,0	12	50,0
24	100,0	11	45,8	13
Bureau du Commissaire à la magistrature fédérale	7	31,8	15	68,2
22	100,0	8	40,0	12
Commission des allocations aux anciens combattants	12	63,2	19	63,2
7	36,8	6	40,0	9
Conseil de révision des pensions	6	50,0	6	50,0
Bureau de la Coordonnatrice, situation de la femme	0	0,0	14	100,0
14	100,0	0	0,0	14
Commission sur les pratiques restrictives du commerce	4	33,3	8	66,7
12	100,0	4	33,3	12
Bureau du Directeur, la Loi anti-inflation	4	66,7	2	33,3
6	100,0	2	33,3	6
Commission nationale de l'inflation	2	100,0	0	0,0
2	100,0	0	0,0	2
Affaires urbaines	1	100,0	1	100,0
174 435	65,4	92 425	34,6	266 865
100,0	100,0	100,0	100,0	100,0
172 644	64,4	95 487	35,6	268 139
100,0	100,0	100,0	100,0	100,0

ans 5 cas en 1979 et 8 en 1980, les documents de  
 n'ont pas précisé le sexe de l'employé.  
 En 1980, la variation de l'effectif s'explique en grande  
 partie par le transfert de Parcs Canada du ministère  
 des Affaires indiennes et du Nord canadien au mini-  
 stère de l'Environnement.  
 Source : Ministère des Approvisionnement et  
 des Services

Tableau 6

Ministère d'affectation et sexe

Répartition, en nombre et pourcentage, des employés selon le ministère d'affectation et le sexe, 1979 et 1980

Ministère d'affectation	1979		1980	
	Hommes	Femmes	Hommes	Femmes
Postes	43 139	73,4	15 631	26,6
Défense nationale (civils)	24 132	71,6	9 562	28,4
Revenu national (Douanes et Accises, Impôt)	13 404	59,0	9 332	41,0
Emploi et Immigration	9 989	44,0	12 732	56,0
Transports	16 348	85,0	2 885	15,0
Environnement <sup>1</sup>	4 764	78,7	1 289	21,3
Service canadien des pénitenciers	7 005	82,0	1 735	18,0
Approvisionnement et Services	5 118	53,0	4 543	47,0
Agriculture	7 118	77,4	2 077	22,6
Santé nationale et Bien-être social	3 415	38,7	5 413	61,3
Travaux publics	6 445	79,1	1 700	20,9
Affaires indiennes et du Nord canadien <sup>2</sup>	6 048	60,8	3 900	39,2
Pêches et Océans	3 841	79,8	970	20,2
Statistique Canada	2 060	48,8	2 162	51,2
Affaires des anciens combattants	1 952	46,3	2 265	53,7
Gendarmerie royale du Canada (civils)	685	20,1	2 720	79,9
Energie, Mines et Ressources	2 670	76,3	831	23,7
Secrétaire d'Etat du Canada	1 105	36,9	1 893	63,1
Affaires extérieures	1 841	61,5	1 152	38,5
Commission de la Fonction publique	1 156	43,8	1 482	56,2
Industrie et Commerce	1 496	62,3	904	37,7
Consommation et Corporations	1 333	60,6	868	39,4
Communications	1 325	66,8	660	33,2
Justice	512	47,0	577	53,0
Expansion économique régionale	620	57,9	450	42,1
Agence canadienne de développement international	528	55,6	422	44,4
Musées nationaux du Canada	622	64,9	337	35,1
Commission canadienne des grains	740	82,4	158	17,6
Travail	331	51,2	316	48,8
Commission canadienne des transports	452	60,3	298	39,7
Archives publiques du Canada	429	61,4	270	38,6
Conseil du Trésor	401	57,0	302	42,9
Finances	368	55,9	290	44,1
Bibliothèque nationale du Canada	134	28,3	339	71,7
Conseil de la radiodiffusion et des télécommunications canadiennes	198	54,4	166	45,6
Office national de l'énergie	221	62,4	133	37,6
Commission canadienne des pensions	108	37,4	181	62,6
Bureau du Conseil privé	124	45,9	146	54,1
Office de l'établissement agricole des anciens combattants	134	55,8	106	44,2
Commission nationale des libérations conditionnelles	68	30,1	158	69,9
Bureau des services juridiques des pensions	80	52,6	72	47,4
Solliciteur général	101	51,0	97	49,0

répartition, en nombre et pourcentage, des employés selon le lieu de travail et le groupe linguistique.

1979														1980													
Nouveau travail		N.		%		Francophones <sup>a</sup>		et Anglophones		Total <sup>b</sup>		N.		%		Francophones <sup>a</sup>		et Anglophones		Total <sup>b</sup>							
John's (T.-N.)	2 729	99,7	8	0,3	2 737	2 924	2 880	99,7	8	0,3	2 888	3 139	Total <sup>b</sup>	John's (T.-N.)	2 729	99,7	8	0,3	2 888	3 139							
John's (N.-B.)	1 294	95,1	66	4,9	1 360	1 405	1 277	94,8	70	5,2	1 347	1 205	John's (N.-B.)	1 294	95,1	66	4,9	1 360	1 405	1 277	94,8	70	5,2	1 347	1 205		
Moncton	331	4,9	6 424	95,1	6 755	7 380	392	5,6	6 620	94,4	7 012	7 731	Moncton	331	4,9	6 424	95,1	6 755	7 380	392	5,6	6 620	94,4	7 012	7 731		
Québec	1 597	6,5	22 876	93,5	24 473	25 582	1 545	6,2	23 353	93,8	24 898	26 075	Québec	1 597	6,5	22 876	93,5	24 473	25 582	1 545	6,2	23 353	93,8	24 898	26 075		
Région de la capitale	44 869	67,1	22 046	32,9	66 915	69 754	44 323	66,7	22 109	33,3	66 432	69 446	Région de la capitale	44 869	67,1	22 046	32,9	66 915	69 754	44 323	66,7	22 109	33,3	66 432	69 446		
Shawinigan	360	100,0	0	0,0	360	375	390	100,0	0	0,0	390	405	Shawinigan	360	100,0	0	0,0	360	375	390	100,0	0	0,0	390	405		
Toronto	23 646	98,9	255	1,1	23 901	25 057	23 759	98,9	268	1,1	24 027	25 376	Toronto	23 646	98,9	255	1,1	23 901	25 057	23 759	98,9	268	1,1	24 027	25 376		
Hamilton	2 914	99,2	23	0,8	2 937	3 001	2 961	99,1	26	0,9	2 987	3 107	Hamilton	2 914	99,2	23	0,8	2 937	3 001	2 961	99,1	26	0,9	2 987	3 107		
St. Catharines	1 133	98,0	23	2,0	1 156	1 181	1 240	98,5	19	1,5	1 259	1 289	St. Catharines	1 133	98,0	23	2,0	1 156	1 181	1 240	98,5	19	1,5	1 259	1 289		
Waterloo	1 322	98,7	17	1,3	1 339	1 387	1 398	99,1	13	0,9	1 411	1 452	Waterloo	1 322	98,7	17	1,3	1 339	1 387	1 398	99,1	13	0,9	1 411	1 452		
London	2 408	99,1	21	0,9	2 429	2 607	2 493	99,2	20	0,8	2 513	2 698	London	2 408	99,1	21	0,9	2 429	2 607	2 493	99,2	20	0,8	2 513	2 698		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
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Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584	Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	31	2,0	1 540	1 584		
Windsor	1 400	97,7	33	2,3	1 433	1 480	1 509	98,0	<																		



Tableau 4

## Lieu de travail (agglomérations et localités) et sexe

Répartition, en nombre et pourcentage, des employés selon le lieu de travail et le sexe, 1979 et 1980

Lieu de travail		N.		%		N.		%		N.		%		Total	
		Hommes		Femmes		Total		Hommes		Femmes		Total		Total	
		N.		%		N.		%		N.		%		N.	
St. John's (T.-N.)	2 264	77,4	660	22,6	2 294	100,0	2 371	75,5	768	24,5	3 139	100,0			
Halifax	8 624	77,7	2 470	22,3	11 094	100,0	8 587	76,6	2 618	23,4	11 205	100,0			
Saint-John (N.-B.)	1 016	72,3	389	27,7	1 405	100,0	989	70,8	407	29,2	1 396	100,0			
Chicoutimi-Jonquière	298	78,6	81	21,4	379	100,0	302	77,4	88	22,6	390	100,0			
Québec	5 517	74,8	1 863	25,2	7 380	100,0	5 647	73,0	2 084	27,0	7 731	100,0			
Montréal	18 671	73,0	6 911	27,0	25 582	100,0	18 760	71,9	7 313	28,0	26 075	100,0			
Région de la capitale nationale	40 351	57,8	29 402	42,2	69 754	100,0	39 607	57,0	29 836	43,0	69 446	100,0			
Oshawa	251	66,9	124	33,1	375	100,0	266	65,7	139	34,3	405	100,0			
Toronto	16 252	64,9	8 805	35,1	25 057	100,0	16 169	63,7	9 207	36,3	25 376	100,0			
Hamilton	2 011	67,0	990	33,0	3 001	100,0	2 002	64,4	1 103	35,5	3 107	100,0			
Niagara-St. Catharines	807	68,3	374	31,7	1 181	100,0	823	63,8	466	36,2	1 289	100,0			
Kitchener-Waterloo	942	67,9	445	32,1	1 387	100,0	955	65,8	497	34,2	1 452	100,0			
London	1 714	65,7	893	34,3	2 607	100,0	1 726	64,0	972	36,0	2 698	100,0			
Windsor	961	64,9	519	35,1	1 480	100,0	940	59,3	644	40,7	1 584	100,0			
Sudbury	425	57,7	311	42,3	736	100,0	464	56,4	359	43,6	823	100,0			
Thunder Bay	746	71,3	300	28,7	1 046	100,0	745	67,9	353	32,1	1 098	100,0			
Winnipeg	5 115	62,5	3 071	37,5	8 186	100,0	5 213	59,6	3 536	40,4	8 749	100,0			
Regina	1 357	60,9	872	39,1	2 229	100,0	1 351	59,4	923	40,6	2 274	100,0			
Saskatoon	1 123	61,2	712	38,8	1 835	100,0	1 159	62,0	709	38,0	1 868	100,0			
Edmonton	3 785	55,4	3 047	44,6	6 832	100,0	3 811	57,2	2 852	42,8	6 663	100,0			
Calgary	2 470	56,9	1 874	43,1	4 344	100,0	2 392	59,2	1 651	40,8	4 043	100,0			
Vancouver	7 781	63,9	4 387	36,1	12 168	100,0	7 861	62,1	4 795	37,9	12 656	100,0			
Victoria	4 088	77,0	1 224	23,0	5 312	100,0	4 206	76,8	1 267	23,2	5 473	100,0			
Total	126 569	64,5	69 724	35,5	196 294	100,0	126 346	63,5	72 587	36,5	198 940	100,0			
Localités	47 866	67,8	22 701	32,2	70 571	100,0	46 298	66,9	22 900	33,1	69 199	100,0			
Grand total	174 435	65,4	92 425	34,6	266 865	100,0	172,644	64,4	95 487	35,6	268 139	100,0			

Données basées sur les cas en 1979 et 8 en 1980, les documents de  
Source : Ministère des Approvisionnements et  
paye ne précisent pas le sexe de l'employé.

Dans 5 cas en 1979 et 8 en 1980, les documents de  
paye ne précisaient pas le sexe de l'employé.

Source : Ministère des Approvisionnement et  
Services



Tableau 3

## Lieu de travail (Canada et étranger) et groupe linguistique

Répartition, en nombre et pourcentage, des employés selon le lieu de travail et le groupe linguistique, 1979 et 1980

	1979				1980			
	Anglophones <sup>a</sup>		Francophones <sup>a</sup> et Franco-phones		Anglophones <sup>a</sup>		Francophones <sup>a</sup> et Franco-phones	
Lieu de travail	N.	%	N.	%	N.	%	N.	%
Terre-Neuve	5 270	99,6	22	0,4	5 292	5,665	5 474	99,5
Nouveau-Prince-Édouard	1 274	97,3	35	2,7	1 309	1 416	1 316	95,9
Nouvelle-Écosse	13 860	97,6	337	2,4	14 197	15 398	14 083	97,8
Nouveau-Brunswick	6 255	82,4	1 334	17,6	7 589	8 022	6 391	80,6
Québec (sauf R.C.N.)	2 546	6,0	39 838	94,0	42 384	45 091	2 509	5,8
Québec (R.C.N.)	7 795	58,4	5 559	41,6	13 354	13 595	8 813	58,4
Ontario (sauf R.C.N.)	50 793	97,0	1 582	3,0	52 375	55 340	51 027	97,1
Ontario (R.C.N.)	37 074	69,2	16 487	30,8	53 561	56 159	35 510	69,2
Manitoba	10 116	97,9	215	2,1	10 331	11 417	10 461	97,8
Saskatchewan	6 730	98,9	77	1,1	6 807	7 755	6 716	98,9
Alberta	15 797	98,9	179	1,1	15 976	17 556	14 852	98,6
Colombie-Britannique	23 307	99,2	183	0,8	23 490	25 273	23 538	99,2
Yukon	726	98,8	9	1,2	735	950	726	98,8
Territoires du Nord-Ouest	1 066	95,7	48	4,3	1 114	1 409	1 075	95,8
Étranger	1 304	74,6	445	25,4	1 749	1 819	1 247	74,4
Total <sup>b</sup>	183 913		66 350		250 263		183 740	
	73,5		26,5		266 865		73,2	
	67 308		26,8		251 048		26,8	
	251 048		25,6		268 139		25,6	
	268 139		1 677		1 728		1 677	
	1 728		1 526		1 526		1 526	
	1 526		967		967		967	

Remarque : langue officielle de l'emploi.

Dans 16 602 cas en 1979 et 17 091 en 1980, la première langue officielle de l'emploi n'est pas précisée.

Dans 11 cas en 1980, les documents de paye ne précisent pas le lieu de travail de l'employé.

Source : Ministère des Approvisionnement et Services

Tableau 2

## Lieu de travail (Canada et étranger) et sexe

Répartition, en nombre et pourcentage, des employés selon le lieu de travail et le sexe, 1979 et 1980

Lieu de travail	1979				1980			
	Hommes		Femmes		Hommes		Femmes	
	Total <sup>a</sup>	%	Total <sup>a</sup>	%	Total <sup>a</sup>	%	Total <sup>a</sup>	%
Terre-Neuve	4 424	78,1	1 241	21,9	5 665	100,0	4 523	76,9
Île-du-Prince-Édouard	1 080	76,3	336	23,7	1 416	100,0	1 104	73,7
Nouvelle-Écosse	11 911	77,4	3 487	22,6	15 398	100,0	11 844	76,3
Nouveau-Brunswick	5 628	70,2	2 394	29,8	8 022	100,0	5 679	67,9
Québec (sauf R.C.N.)	32 500	72,1	12 590	27,9	45 091	100,0	32 467	71,1
Québec (R.C.N.)	7 660	56,3	5 935	43,7	13 595	100,0	8 544	55,1
Ontario (sauf R.C.N.)	36 553	66,1	18 787	33,9	55 340	100,0	35 862	64,8
Ontario (R.C.N.)	32 691	58,2	23 467	41,8	56 159	100,0	31 063	57,6
Manitoba	7 163	62,7	4 254	37,3	11 417	100,0	7 180	60,3
Saskatchewan	4 758	61,4	2 997	38,6	7 755	100,0	4 674	60,4
Alberta	10 385	59,2	7 171	40,8	17 556	100,0	10 040	60,5
Colombie-Britannique	16 982	67,2	8 291	32,8	25 273	100,0	17 038	65,8
Yukon	470	49,5	479	50,4	950	100,0	453	46,8
Territoires du Nord-Ouest	816	57,9	593	42,1	1 409	100,0	846	55,4
Étranger	1 414	77,7	403	22,2	1 819	100,0	1 323	76,6
Total <sup>a</sup>	174 435	65,4	92 425	34,6	266 865	100,0	172 644	64,4
Dans 5 cas en 1979 et 8 en 1980, les documents de								
paye ne précisent pas le sexe de l'employé.								
Dans 11 cas en 1980, les documents de paye ne								
précisent pas le lieu de travail de l'employé.								
Source : Ministère des Approvisionnement et								
Services								

**Tableau 1**

**Modalité d'emploi**

Répartition, en nombre, des employés selon la modalité d'emploi, 1976 à 1980

Modalité d'emploi 1976 1977 1978 1979 1980

• Période indéterminée	251 503	253 274	249 915	240 213	242 331
• Saisonnier	1 585	1 591	1 321	1 273	1 413
• Période déterminée	15 472	16 769	15 459	14 197	14 123
<b>Total</b>	<b>268 560</b>	<b>271 634</b>	<b>266 695</b>	<b>255 683</b>	<b>257 867</b>

Temps partiel

• Période indéterminée	8 705	8 189	8 832	10 769	9 606
• Saisonnier	1	2	8	15	67
• Période déterminée	45	54	252	398	577
<b>Total</b>	<b>8 751</b>	<b>8 245</b>	<b>9 092</b>	<b>11 182</b>	<b>10 250</b>
<b>Grand total*</b>	<b>277 311</b>	<b>279 879</b>	<b>275 787</b>	<b>266 865</b>	<b>268 139</b>

\* Dans 22 cas en 1980, les documents de paye ne

présentent pas la modalité d'emploi.

Note : Les personnes embauchées pour une période

de moins de 6 mois sont exclues des statistiques

dont rendent compte les tableaux. En 1980, on en

note un maximum de 19 814 en août et un minimum

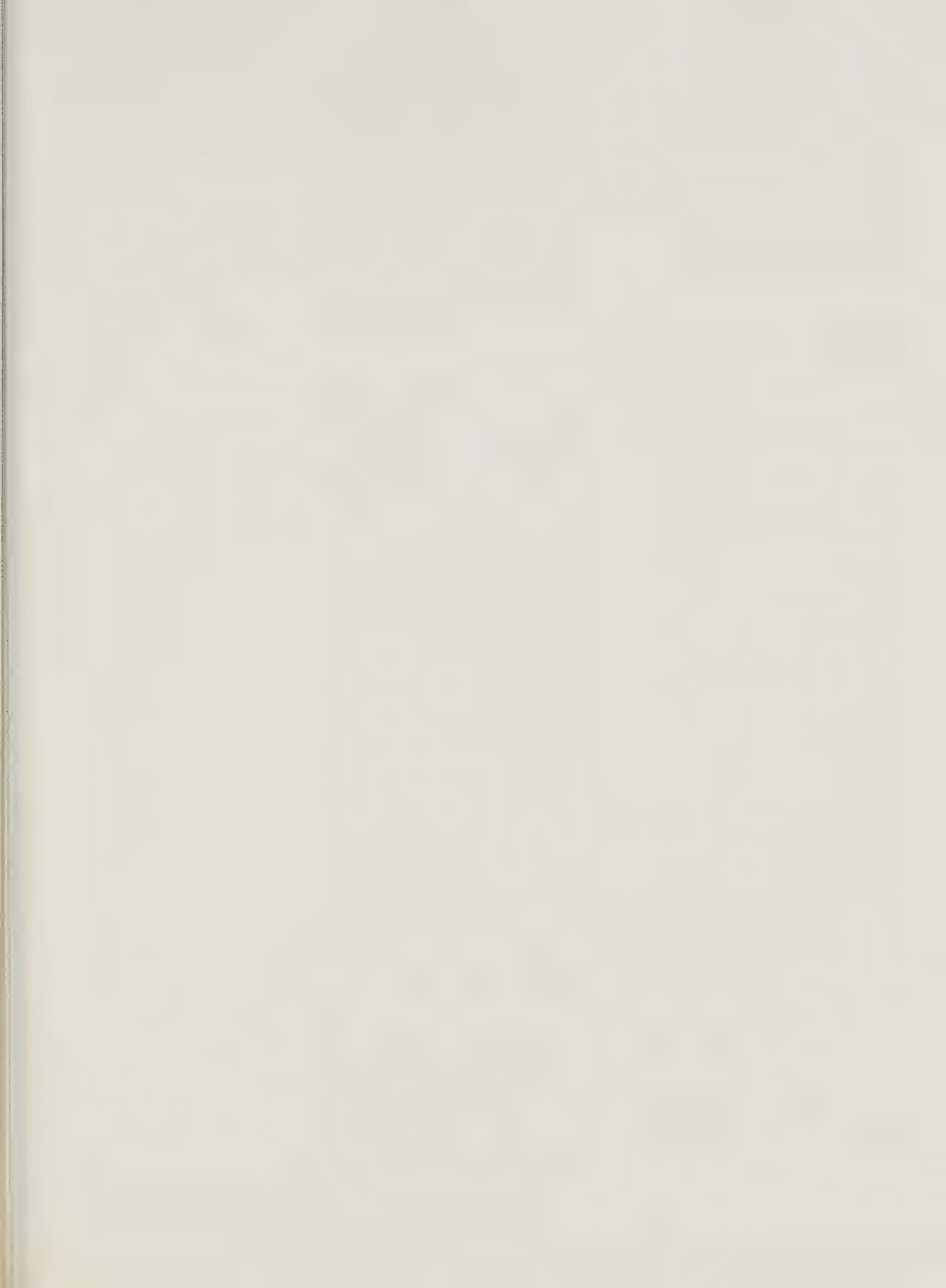
de 12 010 en avril la moyenne mensuelle s'établit-

sant à 14 822. En décembre, leur nombre était de

13 951

Source : Ministère des Approvisionnements

et Services





## Faits à noter

### Effectif

- Augmentation de 0,5 % du nombre d'employés, de 266 865 en 1979 à 268 139 en 1980, soit la plus faible modification de l'effectif de la Fonction publique au cours de la dernière décennie (voir le tableau 1)
- Diminution des membres de la catégorie Haute direction, de 1 339 à 1 309, et croissance de 2,5 % de ceux de la catégorie Administration et service extérieur, de 50 287 en 1979 à 51 539 en 1980 (voir les tableaux 14 et 15)
- Stabilité relative de l'effectif des catégories Techniciens, Soutien administratif et Exploitation avec une modification inférieure à 1 % (voir les tableaux 14 et 15)
- Augmentation de la représentation totale des femmes de 92 425 ou 34,2 % en 1979 à 95 487 ou 35,6 % en 1980 (voir le tableau 14)
- Accroissement de la participation des Francophones de 66 350 ou 26,5 % en 1979 à 67 308 ou 26,8 % en 1980 (voir le tableau 17)

### Nominations

- Augmentation des nominations à la Fonction publique de 19,4 %, soit de 15 293 en 1979 à 18 255 en 1980 (voir le tableau 40)
- Accroissement de 6,4 % du total des nominations au sein de la Fonction publique, soit de 98 756 en 1979 à 105 061 en 1980 (voir le tableau 40)
- Augmentation de 6 426 ou 23,7 % des promotions en 1980, pour un total de 33 503 (voir le tableau 41)
- Proportion de 14 mutations latérales intraministérielles pour chaque mutation latérale interministérielle et de 18 promotions intraministérielles pour chaque promotion intraministérielle (voir le tableau 41)

### Cessations d'emploi

- Diminution du total des cessations d'emploi, incluant les départs consécutifs à la fin d'un emploi de durée déterminée, de 19,0 % ou de 35 670 en 1979 à 28 896 en 1980 (voir le tableau 62)
- Proportion de 70,0 % des démissions comme motif de toutes les cessations d'emploi et de 25,0 % des mises à la retraite, exception faite de l'achèvement des emplois à période déterminée (voir le tableau 62)
- Taux de 57,1 % de femmes dans les 17 400 démissionnaires en 1980 contre un taux de 54,8 % en 1979 (voir le tableau 63)

- 858 femmes mises en disponibilité sur 1 056 à cause de la privatisation d'hôpitaux fédéraux (voir le tableau 60)
- Taux de cessation d'emploi des Francophones de 7,0 % contre 11,0 % pour les Anglophones (voir le tableau 64)

Méthodes de sélection et droit d'appel

**Méthode de sélection ouvrant droit à un appel :** Méthode de sélection donnant lieu à un appel, conformément à l'article 21 de la Loi sur l'emploi dans la fonction publique.

**Méthode de sélection ayant fait l'objet d'un appel :** Méthode de sélection ouvrant droit à un appel et à l'égard de laquelle au moins un appel a été interjeté.

**Dispositif des décisions des appels :** Dispositif permettant à un comité d'appel d'accueillir ou non un appel ou encore de décider qu'il n'a pas la compétence pour en juger. Parmi les appels non accueillis, sur compte les appels rejetés, les appels retirés par l'appelant, les appels régés avant d'être soumis à un comité d'appel, soit parce que le ministre se soit refusé, soit que l'appelant ait retiré son appel, soit enfin que l'appel ait été tenu pour irrecevable.

Langues officielles et dotation

**Région linguistique :** Région unilingue à majorité anglophone ou à majorité francophone et bilingue du Québec, de la capitale nationale, du Nouveau-Brunswick ainsi que du Nord et de l'Est de l'Ontario, telle que délimitée dans le document Les langues officielles dans la Fonction publique — Déclarations de politiques.

**Situation linguistique du titulaire :** Indication à savoir si le titulaire a satisfait, doit satisfaire ou n'a pas à satisfaire aux exigences linguistiques d'un poste donné.

**Statut linguistique du poste :** Indication de la description linguistique d'un poste qui peut être bilingue, anglais ou français essentiel.

**Poste impérativement bilingue :** Poste pour lequel les candidats doivent satisfaire aux exigences linguistiques au moment de leur nomination.

**Poste non impérativement bilingue :** Poste pour lequel même les candidats qui ne satisfont pas aux exigences linguistiques, peuvent, être nommés :

- s'ils sont admissibles aux cours de langue offerts aux frais de l'Etat et s'ils s'engagent par écrit à devenir bilingues avant la fin de la période d'exemption ou à accepter une mutation à un poste pour lequel ils sont qualifiés s'ils ne satisfont pas aux exigences linguistiques avant la fin de la période d'exemption;

Cessations d'emploi

**Profil linguistique :** Indication par une série de lettres du niveau de compétence requis en langue seconde dans les quatre habiletés : lire, écrire, comprendre et parler. Les quatre premières lettres de la série se réfèrent à l'anglais et les quatre suivantes, au français.

**Cessation d'emploi :** Départ de la Fonction publique d'un employé pour cause, entre autres, de retraite, de renvoi, d'un emploi dans un organisme non assujéti à la Loi sur l'emploi dans la fonction publique ou de démission pour tout autre motif.

**Renvoi pour incompétence ou incapacité :** Renvoi d'un employé, pour cause d'incompétence ou d'incapacité à remplir ses fonctions, fait par la Commission sur recommandation du sous-chef concerné, conformément au paragraphe 31(1) de la Loi sur l'emploi dans la fonction publique. L'employé peut en appeler de la recommandation devant un comité établi à cet effet par la Commission.

**Mise en disponibilité :** Mise en disponibilité, sans possibilité d'appel, d'un employé, en raison d'une pénurie de travail ou de la suppression d'une fonction, par son sous-chef, conformément au paragraphe 29(1) de la Loi sur l'emploi dans la fonction publique et aux règlements pertinents de la Commission.

- si, avant le 6 avril 1966, ils avaient dix années consécutives de service à leur façon continue ou s'ils avaient au moins 55 ans le 31 octobre 1977 et sont maintenant au service de la C.R.C. ou d'une société, d'une commission ou d'un organisme d'Etat.

**inscrites à la catégorie Haute direction :** L'annexe A, aux pages 1 et 2, du *Trésor Canada* les répertorie comme

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une autre parmi les régions suivantes : les dix provinces à l'exclusion de la Région de la capitale nationale, la Région de la capitale nationale elle-même, les Territoires du Nord-Ouest, le Yukon et l'étranger.

**Mobilité professionnelle :** Déplacement d'un employé d'un ministère à un autre ou au sein du même ministère, d'un groupe ou sous-groupe professionnel à un autre ou d'une modalité d'emploi à une autre, par exemple conversion d'une nomination pour une période déterminée en une nomination pour une période indéterminée.

**Modalités de nominations**

**Promotion :** Nomination d'un employé à un poste de niveau supérieur au sein des mêmes groupe et sous-groupe professionnels ou de tout autre groupe dont le taux de traitement annuel maximal, tel qu'indiqué sur le formulaire de dotation, est supérieur d'au moins un dollar à celui du poste qu'il occupait immédiatement avant la nomination.

**Mutation latérale :** Nomination d'un employé à un poste de même niveau au sein des mêmes groupe et sous-groupe professionnels ou de tout autre groupe dont le taux de traitement annuel maximal, tel qu'indiqué sur le formulaire de dotation, est identique à celui du poste que l'employé occupait immédiatement avant la nomination.

**Mutation régressive :** Nomination d'un employé à un poste de niveau inférieur à celui qu'il occupait au sein des mêmes groupe et sous-groupe professionnels ou de tout autre groupe ou sous-groupe professionnel dont le taux de traitement annuel maximal, tel qu'indiqué sur le formulaire de dotation, est inférieur d'au moins un dollar à celui du poste qu'il occupait immédiatement avant la nomination.

**Rétrogradation :** Nomination d'un employé à un poste dont le taux de traitement annuel maximal est inférieur à celui du poste qu'il occupait immédiatement avant la nomination et ce, pour des raisons d'incapacité ou d'incapacité par suite d'une recommandation ministérielle, conformément à l'article 31 de la Loi sur l'emploi dans la Fonction publique.

**Reconduction d'une nomination pour une période déterminée :** Nomination, pour une période déterminée d'au moins six mois, d'un employé qui avait déjà été nommé pour une période déterminée à un poste dont les groupe, sous-groupe et niveau sont identiques à ceux du poste qu'il occupait immédiatement avant la nomination.

**Obiité géographique :** Déplacement d'un employé d'une région à une autre, par la Loi sur l'emploi dans la fonction publique.

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**Reclassification :** Nomination, dans certains cas, d'un employé suite à la réévaluation de son poste qui amène une modification des niveau, groupe ou catégorie auxquels le poste appartenait.

**Emploi à plein temps :** Emploi où le titulaire est tenu à la semaine de travail normale prescrite par la convention collective ou, si l'employé est exclu de la négociation collective, par l'employeur.

**Emploi à temps partiel :** Emploi d'une personne qui n'est habituellement pas tenue de travailler plus du tiers de la durée de travail quotidienne ou hebdomadaire normale fixée pour les personnes qui effectuent un travail semblable.

**Emploi saisonnier :** Emploi d'une période indéterminée ou déterminée où le titulaire ne travaille que pendant certaines périodes de l'année.

**Sélection avec concours :** Sélection de candidats suite à l'affichage d'un avis de concours ou à la consultation de répertoires.

**Sélection sans concours :** Sélection par voie de reclassement, de mutation latérale ou rétrogradation, de promotion ou de nomination prioritaire. Les employés nommés pour une période indéterminée peuvent être déclarés excédentaires et avisés de leur statut et, de ce fait, se voir accorder les droits des employés mis en disponibilité par lesquels la Commission peut étudier la possibilité de les nommer sans concours, après avoir pris en considération les employés en congé et les membres des cabinets de ministres, à tout poste de la Fonction publique pour lequel la Commission les juge qualifiés.

**Concours restreint :** Concours ouvert uniquement aux personnes qui font déjà partie de la Fonction publique. Les candidats sont invités à répondre à un avis de concours annonçant les postes à pourvoir ou sont identifiés au moyen d'un répertoire d'emplois admissibles.

**Modalités d'emploi**







Renseignements sur l'effectif

Le présent volume du rapport annuel fournit des statistiques précises sur les fonctionnaires fédéraux régis par la Loi sur l'emploi dans la Fonction publique (L.e.f.p.). Les données fournies renseignent sur la répartition des fonctionnaires par modalité d'emploi, ministère, lieu de travail, sexe, groupe linguistique, groupe d'âge, traitement, catégorie et groupe professionnel; elles concernent également les nominations, les cessations d'emploi, les appels, la formation professionnelle, la formation des cadres et la formation linguistique.

Telle qu'elle est ici entendue, la Fonction publique exclut les employés nommés en vertu de la L.e.f.p. pour une période déterminée de moins de six mois, le personnel nommé par le gouverneur en conseil, notamment les sous-chefs, le personnel des ministères, les membres de la Gendarmerie royale du Canada (G.r.c.) et des Forces armées canadiennes, les employés des sociétés de la Couronne, comme l'Air Canada, et de certains organismes fédéraux, comme le Conseil national de recherches du Canada. Elle comprend toutefois les employés civils du ministère de la Défense nationale et ceux de la G.r.c. Le gouvernement fédéral emploie en tout 584 234 personnes, dont moins de la moitié appartiennent à la Fonction publique proprement dite selon la définition susmentionnée.

Les lois et les règlements fédéraux créent différents effectifs d'employés fédéraux. Par exemple, chacune des lois ou des parties de lois suivantes en délimite certains qui, bien que différents, se chevauchent :

- les parties 1 et 2 de l'annexe 1 de la Loi sur les relations de travail dans la Fonction publique,
- la Loi sur l'administration financière,
- la Loi sur l'emploi dans la Fonction publique,
- la Loi sur la pension de la Fonction publique et d'autres lois sur les pensions,
- la Loi sur les langues officielles.

L'effectif dont il est question dans ce rapport est conforme aux stipulations du sous-chapitre 45-2 du *Manuel de gestion du personnel* et à celles du manuel d'exploitation du système concerné ou de tout document équivalent.

Les comparaisons entre les données du rapport annuel et celles publiées notamment par Statistique Canada et par le Conseil du Trésor Canada doivent être marquées au coin de la prudence, car les effectifs visés peuvent varier.

Fluctuations de l'effectif

L'effectif de la fonction publique régi par la L.e.f.p. fluctue d'année en année avec l'admission ou l'exclusion de commissions ou d'organismes et de certains types ou groupes d'employés. De plus, des changements de définitions peuvent influencer les données relatives aux nominations et aux cessations d'emploi et produire de légères différences. Ces dernières, souvent peu significatives sur le plan statistique, doivent être prises en considération dans la comparaison des données d'une année à l'autre. Elles sont toutefois signalées dans les tableaux statistiques, au besoin, et doivent être prises en considération dans la comparaison des données du présent rapport à celles des rapports précédents.

Le nombre de personnes nommées à la Fonction publique en 1980, ajouté au nombre d'employés en 1979, moins le nombre de cessations d'emploi de 1980 ne correspond pas à l'effectif de 1980. Cet écart s'explique par le fait qu'au cours des quatre dernières années, y compris 1980, de 10 000 à 15 000 nominations à la Fonction publique pour une période déterminée de moins de six mois n'ont pas été considérées pour des raisons administratives d'ordre pratique. Toutefois, si ces employés font l'objet d'une nouvelle nomination et franchissent ainsi le cap des six mois de service, leur nomination est considérée comme une nomination faite au sein de la Fonction publique.

Les rapports annuels précédents indiquaient que les employés nommés pour une période déterminée de moins de six mois n'étaient pas compris dans les statistiques publiées. Or, des recherches ont révélé qu'un certain nombre de ces employés avaient, par inadvertance, été inclus. Il a donc fallu réviser les chiffres officiels de 1976, 1977 et 1978 afin d'exclure ces employés qui représentaient environ un pour cent par année de tout l'effectif assujéti à la L.e.f.p.

Dans les statistiques révisées de 1977 et 1978, les documents de la paye ne précisaient pas la modalité d'emploi de quelque 4 000 employés. Une enquête a révélé que la majorité d'entre eux occupaient un poste à plein temps à période indéterminée. Les chiffres de 1977 et de 1978 tels que publiés dans le présent rapport, ont donc été révisés de manière à considérer ces personnes comme des employés à plein temps normaux pour une période indéterminée, comme c'était le cas les années précédentes. La même opération s'applique aux chiffres de 1979 et 1980.



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## Avertissement

La Loi sur l'emploi dans la Fonction publique exige que la Commission de la Fonction publique rende compte tous les ans de ses activités au Parlement. Pour 1980 la Commission a décidé que son rapport ferait l'objet de deux volumes. Le volume 1 met en lumière les activités qu'elle a exercées au cours de l'année civile dans chacun des domaines de sa compétence. Le présent volume fournit toutes les données statistiques étayant les analyses formulées dans le premier.

L'ensemble de ces deux publications constitue le *Rapport annuel 1980* de la Commission de la Fonction publique du Canada.

Pour plus de renseignements sur les statistiques, veuillez vous adresser à la

Direction de l'information  
Commission de la Fonction publique  
du Canada  
300, avenue Laurier ouest  
Ottawa K1A 0M7  
Numéro de téléphone : (613) 593-7691



# Rapport annuel 1980

Commission de la Fonction publique  
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## Volume 2 Statistiques

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# Rapport annuel 1980

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du Canada

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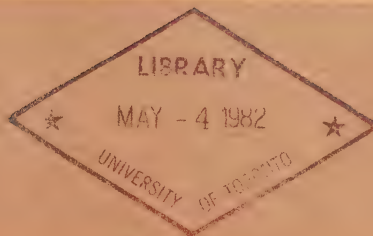
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Catalogue Number: SC 1-1981

ISBN 0-662-51827-6

Chapter 3 of this report, Employing Disabled People, is also available in Braille and on audio-cassette.

The Honourable Gerald Regan  
Secretary of State of Canada  
House of Commons  
Ottawa

Dear Minister,

We have the honour of asking you to transmit for tabling in the House of Commons the Report of the Public Service Commission of Canada for 1981.

It is submitted to Parliament in conformity with the provisions of Section 45 of the *Public Service Employment Act* (Chapter 71, Statutes of Canada 1966/1967).

Yours sincerely,



Edgar Gallant  
Chairman



Anita Szlajak  
Commissioner



John Edwards  
Commissioner



## The Commissioners

The jurisdictional powers of the Commission rest with the three Commissioners — one Chairman and two members — each of whom is appointed by the Governor in Council for a 10-year term with the status of deputy head. Together, the Commissioners set the overall policy in accordance with the *Public Service Employment Act*. The chief executive officer is the Chairman; a majority of the Commissioners constitutes a quorum.

## Secretariat Services Directorate

The Directorate carries out a corporate policy planning and co-ordination role, and planning in general on behalf of the Commissioners. It responds to requests for information from members of Parliament and assures the flow of current business of the Commission.

## Senior Executive Programs Branch

In accordance with the *Public Service Employment Act* and the Commission's policies, this Branch establishes policies and systems for the recruitment and selection of individuals for senior management positions in the Public Service; and performs planning, counselling and staffing for senior executives, as these are non-delegated activities. Its responsibilities also include the Interchange Canada and International Assignments Program, senior executive resource planning, and policy and systems development.

## Staffing Branch

In accordance with the *Public Service Employment Act* and the Commission's policies and directives, the Staffing Branch establishes staffing policies and procedures, selection standards and administrative procedures for Commission and departmental staffing. It is responsible for recruitment and referral of external candidates; performs staffing activities not delegated to departments; and oversees departmental staffing activities to ensure application of the *Act* and *Regulations*. The Branch co-ordinates the parts of the Official Languages Policy for which the Commission is responsible, sets linguistic standards for bilingual positions, and tests the linguistic competence of candidates and incumbents. Its responsibilities include the Career Assignment Program (CAP), the Office of Equal Opportunities for Women (EOW), and the Office of Native Employment (ONE), as well as human resource planning. It is also responsible for the Northern Careers Program.

## Audit Branch

The Audit Branch carries out cyclical audits of staffing activities in all departments that come under the purview of the *Public Service Employment Act*, including the Staffing Branch. It engages in special studies and conducts project audits on specific aspects of the staffing system and recommends changes to improve the effectiveness of staffing in the Public Service.

## Appeals and Investigations Branch

The Appeals and Investigations Branch establishes independent boards to hear appeals by public servants against alleged breaches of the *Public Service Employment Act* and *Regulations* in such matters as promotion, demotion and release. Decisions of appeal boards are final and binding on the parties and on the Commission and can be set aside only by the Federal Court of Appeal. The Branch investigates complaints alleging discrimination in the Public Service from both employees and applicants for employment; plays the historic role of ombudsman in dealing with complaints received from employees alleging harassment or unfair administrative treatment on the job; and investigates complaints of questionable staffing activities brought to its attention by any source.

## Staff Development Branch

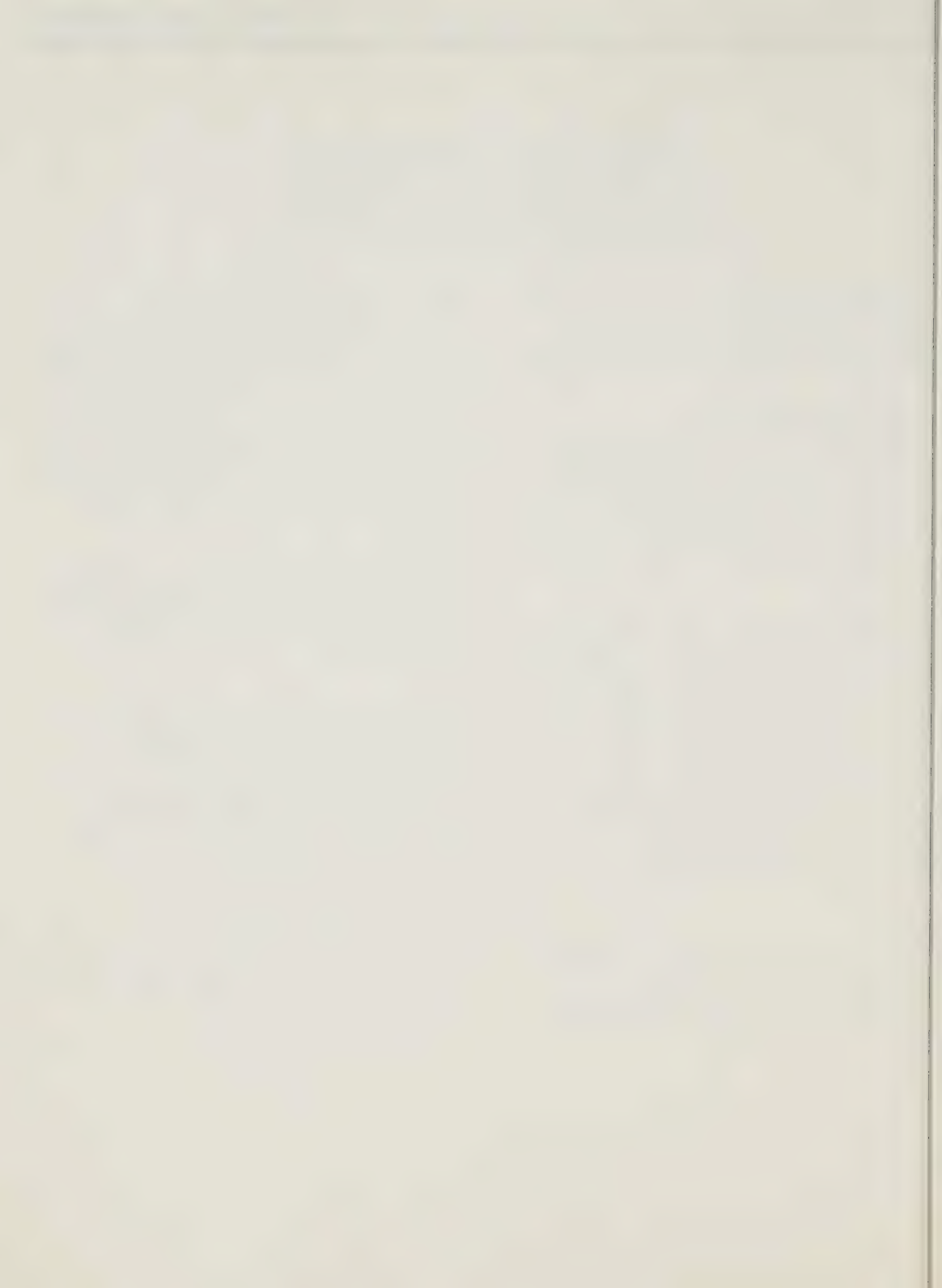
This Branch provides executive, professional, managerial and supervisory training to public servants throughout Canada in response to departmental demand, by providing individualized learning activities, standard courses or training designed to suit the specific job requirements of a particular department or group of departments.

## Language Training Branch

The Language Training Branch provides basic language training to employees on the Commission's or the client's premises. It designs and conducts specialized and developmental courses for departments and provides advice and assistance to clients in various areas of language training: development of teaching materials to meet specific needs; program evaluation; needs analysis; consultation; testing; and orientation of language trainees. The Branch is essentially at the service of the departments, which since 1977 have had the responsibility for the language training of their employees.

## Corporate Systems and Services Branch

The Corporate Systems and Services Branch promotes and co-ordinates departmental management systems through the operations of the following directorates: administration, information and management systems, corporate systems and analysis, finance, information services, personnel and internal audit.





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For the Public Service Commission, the past year has seen two major achievements. The first was the accord reached between the Treasury Board of Canada and the Commission that clarified the broad allocation of personnel responsibilities of the two organizations. This accord provides a basis for developing, early in 1982, a more precise agreement in each major area of personnel management (see Chapter 2). With this agreement, progress towards reforming the personnel management functions should quicken; in particular, it should consolidate and rationalize personnel management processes in a way that will help managers fulfil their responsibilities for human resource management and reduce, where possible, the burden imposed on departments by our present systems. Equally important, this accord puts to rest, at least for the foreseeable future, any thought of major restructuring of the central personnel machinery.

The second achievement was the implementation of the Management Category. We regard this as the cornerstone for administrative improvement. We remain as convinced today as in 1977, that the best way to guarantee both equitable treatment for all Public Service employees and effective and efficient management of the public sector is to improve the quality of managers. And it is the precise purpose of the Management Category to ensure that the federal Public Service is staffed by the highest quality of managers. Implementation of this Category (see Chapter 5) and of the policies and programs designed for that purpose were only possible as a result of the close collaboration between the Treasury Board of Canada and the Commission, and the advice and assistance of many departments. Much has been done in 1981; much remains to be done in 1982.

The implementation of the new Canadian Charter of Rights and Freedoms will introduce new elements which cannot help but change some aspects of the environment in which personnel management responsibilities are exercised within the Public Service. Some of these changes will give rise to questions on the subject of the mandate entrusted to the Public Service Commission, and they could involve important modifications to its regulations and policies. These issues have been under study for some time to prepare the Commission for the problems that might arise.

There are other factors which affect the environment in which the Commission must operate. For example, we are concerned about the state of communications between the federal public administration and the business community. Sometimes it is impossible to escape the impression that these two worlds exist in isolation from each other, despite the fact that the necessity for exchanges and sharing between the two is becoming more and more apparent. An example of this kind of necessity is the situation described in Chapter 4.

We would be unable to carry on our current level of activities and continue to evolve without the assistance of the capable people who assist us. We continue to rely on the collaboration of the Treasury Board of Canada, departmental management and the advice of the bargaining agents: all of these are essential.



## The Story of Staffing Delegation 1967 / 1981

With the passage of the 1967 *Public Service Employment Act*, the Public Service Commission found itself responsible for staffing the entire federal Public Service, which had at the same moment been expanded by the bringing in of some 40 000 prevailing rate employees under the Act. None of the staffing authority was officially delegated to departments<sup>1</sup>: indeed the new legislation was the first that allowed for delegation.

### Situation Reversed

By the end of 1981<sup>2</sup>, about 98 per cent of appointment actions were being authorized within departments—essentially all but those of the Management Category; and even for this small category, deputy ministers were given the power to authorize redeployments within the department. Moreover, by year-end a significant part of external recruitment was also being carried out by departments themselves, rather than the usual practice of departments selecting on the basis of referrals made by Commission offices or Canada Employment Centres. The latter became possible with the conferral of prime user status, whereby a department can be authorized to do its own recruiting for skills that are in demand in only one or a few departments and not throughout the Public Service.

How this shift occurred well illustrates some of the dynamics faced in large public bureaucracies—the search for a balance between conformity of practice and responses to particular circumstances; the tension between centralization and decentralization of authority; the effectiveness of accountability after the fact, as opposed to approvals before the fact; the need to design practices to support the many well-motivated managers while detecting and deterring the few who are not; and the relative importance of the requirements of management as opposed to individual rights. With the benefit of hindsight, the Commission at times moved too fast, at other times too slowly. Over and over again, the issues were reconsidered; policies and regulations were re-examined. In the face of new circumstances, various constraints were being eliminated while new ones were being introduced.

### Evolution

From the start, the need for delegation was based on two kinds of considerations: quantitative and qualitative. The quantitative issue dominated during the early seventies because of the volume of appointments; qualitative preoccupations became

increasingly important from the mid-seventies on. Managers needed to be given the tools to manage in the departmental environment, which only they could know best. At the same time, the Commission knew that these tools could only be entrusted to them gradually, as they “learned the ropes” of the staffing process and became accustomed to it.

With no prior experience, it was difficult to know what terms and conditions, or what rules and regulations should have accompanied the first steps towards delegation. In retrospect, it is easy to suggest that the administrative constraints were too numerous and unduly rigid, although their impact was not necessarily as severe as their wording since the control mechanisms to monitor their application were rather rudimentary.

The rapid expansion of the Public Service in the early 1970s had made it increasingly obvious that there was a need for the rate of delegation to be increased. The Commission simply could not handle the greatly increased workload efficiently. By 1971, internal appointments in the Operational, Administrative Support and some levels of the Administrative and Foreign Service Categories were delegated—a delegation of over two-thirds of all internal appointments. At the same time, concern was being expressed by the bargaining agents that the merit principle was being seriously weakened. The *Report of the Delegation Review Team (The Giroux Report)*, prepared for the Commission in 1971, evaluated the delegation record to date and recommended its continuance, but only to the extent that departments had adequate specialists and management systems in place to assume additional delegation. A recommendation was also made to establish an audit capacity within the Commission to determine how well delegated authority was being managed. These recommendations were carried out.

A rising concern over human rights and increasing restraint were evident from the mid-seventies on. These factors played a major role in reorienting the stance of the Commission. Prior to 1967, the rights of public servants had been largely something that could be handled by Commis-

<sup>1</sup> Unless otherwise specified, the term “department” in this report designates both agencies and departments.

<sup>2</sup> All data in this report are given as year-end data, unless noted otherwise.



sion policies and the exercise of Commission discretion. The 1967 legislation formalized the establishment of appeal boards to hear appeals against staffing actions. These boards, while administratively housed within the Commission, were empowered to make decisions it could not set aside. In 1971, those who did not agree with appeal board decisions were granted the right to petition the Federal Court of Appeal to overturn them. This judicial oversight role gradually made the procedures and argumentation more formal, more thorough from a legal point of view, and more time-consuming. The training and orientation of appeals officers and the improved understanding of the appeals process by representatives of bargaining agents and departments have increasingly reflected this evolution of the appeals process. The emerging role of the Commissioner of Official Languages and the establishment of the Canadian Human Rights Commission meant that there were two other public bodies watching over staffing matters. The human rights aspect was reinforced by the impact of austerity. With fewer openings for advancement or for changing jobs, practices that had generally been unquestioned, now were seen in a jaundiced way.

### A New Balance

It became apparent that the Commission had a responsibility not only to protect the rights of employees but also to provide managers with the flexibility they needed to be accountable for their actions and to provide effective and efficient management. A new balance had to be found between these equally important considerations. The Commission was to find it in its increasingly flexible approach to delegation.

### Employee Rights

Faced with an unprecedented number of employees declared surplus or laid off in 1978, the Commission, supported by the Treasury Board and the bargaining agents, introduced the Priority Clearance System so that such employees could be given first call on job vacancies. Similarly, new ground rules were introduced to assure that those who sought the most advantageous transfers would be required to compete against those who would normally be given the chance to do so. Often this involved extending the right of appeal to local employees to dispute the greater merit of someone being transferred into the unit from some other part of the country. A third policy thrust was to reduce the practice of first reclassifying jobs then promoting the incumbent without competi-

tion; with the collaboration of the Treasury Board, the ground rules as to what was a legitimate reclassification and hence a legitimate promotion of an incumbent were tightened. Further stress on the staffing system came with the determination of Government and the Commission to raise the level of participation of target groups such as francophones, women, indigenous people and disabled persons.

### Managerial Flexibility

While these developments which tended to limit flexibility were taking place, pressures to reduce constraints were growing. The *Personnel Administration Review* and the *Staffing System Review*, prepared for the Commission during the mid-seventies, had highlighted managerial frustrations with the procedural requirements of the staffing system. By 1978, the Commission was declaring its commitment to reduce rigidities, to favour policy guidelines over prescriptions and to recognize that the staffing approach in one department or for one occupational group might well be justifiably different from that of others. This commitment was translated into the following:

- the articulation of five principles that should govern staffing policies (equity, equality of access, sensitivity and responsiveness, efficiency and effectiveness, and merit);
- a gradual reduction of the number of regulations (in 1979, seven were revoked and eight amended, while some were replaced by more flexible tools);
- a decision to extend to individual departments the possibility of delegation designed for their particular requirements;
- an expressed need by managers to take a much greater responsibility for an involvement in staffing; this explains the Commission's strong backing of the Management Category and auxiliary objectives such as mandatory orientation programs for managers;
- the reorientation and commensurate strengthening of the staffing audit function from its early concentration on compliance issues towards an examination of the management of the staffing function.

### Flexibility in Action

Accordingly, the Commission embarked on a course of action designed to provide departments with the flexibility they needed to manage effectively. DATA Stream was dismantled; its successor contains much more complete data and is capable of being used in conjunction with other means of selection. Higher levels in the Administrative and Foreign Service as

well as the Scientific and Professional Categories were delegated. Authority for decisions on whether bilingual positions should be staffed by candidates who meet the linguistic requirements of the position or not, were delegated to departments. A very high proportion of total transfers (those between jobs that require the same qualifications) ceased to be considered as appointments and hence will no longer be subject to the rules and practices governing other selection processes. More departments were granted prime user status, which enables them to design and carry out specialized recruitment.

### Coming Challenges

Beyond 1981, there remains little room for further delegation. It is unlikely that the present delegation level of approximately 98 per cent will increase in the near future. However the nature of the delegation itself will change. Mention has been made of the offer of the Commission to adapt normal terms and conditions of delegation to particular departmental circumstances. The response to this offer, which began to be made from 1979 onwards as delegation agreements came up for renewal, has been disappointingly meager. At year-end the Commission was engaged in pressing several departments to get their managers and personnel staff to confront what they really needed by way of staffing practices and then to work with the Commission to design a delegation agreement accordingly. This approach was articulated at the Commission's strategic conference in November 1981, and will be described in its 1982/1987 strategy document.

The Commission sees its function over the coming years as one of continuing the administrative reform of merit, while at the same time making efforts to have the legislation changed to reflect the needs of the economic and social environment more accurately. This will ensure that the departments have well-qualified human resources available to provide effective program delivery.

Finally, the Commission believes itself to be much better prepared for the issues it will have to face in the years to come, since a solid foundation has been established over time. This foundation consists of an administratively sound basis for the development of staffing policies, effective processes for monitoring and auditing the quality of delegated authority, and the willingness to sacrifice considerable uniformity in favour of finding solutions to particular problems.

## Accord with the Treasury Board of Canada

After extensive discussions over many months, an accord which clarifies the broad allocation of central responsibilities for personnel management was reached between the Treasury Board of Canada and the Public Service Commission. This accord is being followed by a more precise clarification of each agency's functions, the basis on which they are carried on, and how the policies and activities of one will be co-ordinated with those of the other. The result of this clarification should be to attach the responsibility and accountability for what goes right or wrong on one or other of the two organizations. It also allows a better perception of the unique nature of the Commission and the specific role it must play to protect the staffing process from all undue influence, while taking into account the fact that management today is becoming increasingly complex.

### Types of Responsibility

The resulting clarification was based on three types of responsibility:

- exclusive responsibilities: the responsibilities assigned to the Commission by the *Public Service Employment Act*, and those assigned to the Treasury Board by the *Financial Administration Act* and the *Public Service Staff Relations Act*;
- delegated responsibilities: those conferred by the Governor in Council or by Cabinet, and those delegated by the Treasury Board to the Commission or *vice versa*;
- shared responsibilities: those shared by the Treasury Board (in its role of employer) and by the Commission (by virtue of its exclusive authority under the *Public Service Employment Act*).

The division of responsibilities is such that while each agency concerns itself with the areas of personnel management over which it has authority, its activities may have an effect on those of the other agency. Because of this overlap the Commission and the Treasury Board consult each other in developing personnel management policies and programs.

### Examples

To understand the work of the Commission, it will be useful to see how the reassignment of responsibilities works in practice. The following examples illustrate each of the three types of responsibility defined above.

### *Area of Competition—an Exclusive Responsibility*

The Commission is responsible for defining the areas of competition which are in the best interests of the Public Service. Its major concern is to make sure that these areas are broad enough to permit the identification of a reasonable number of qualified candidates. For this purpose, the Commission has identified minimum areas of competition for each occupational group and level of the Public Service, while allowing managers to use their discretion in deciding whether these areas should be widened within the framework of the legislation.

Of course, this does not mean that the employer has no interest in policy affecting areas of competition; on the contrary, the Treasury Board may wish to influence the development of policy objectives by the Commission. Similarly, the employer is and should be interested in advertising costs, moving and relocation expenses, local employment concerns, the time required to fill a vacancy and national unity considerations.

The Commission believes, therefore, that within the framework of the legislation and despite its sole jurisdiction in this area, it has a responsibility to ensure that its policy on areas of competition is in accordance with the Government's overall objectives for human resource management in the Public Service.

### *Training—a Delegated Responsibility*

According to the *Financial Administration Act*, the Treasury Board has the authority and the responsibility to "determine requirements for the training and development of personnel in the Public Service and fix the terms on which such training and development may be carried out." The Board is therefore responsible for drawing up and disseminating guidelines and procedures for developing policies, evaluating and controlling their application, and assessing the cost-effectiveness of programs in consultation with central agencies and departments. It is also responsible for setting training standards for the Public Service which will achieve government policy objectives and establish the required performance levels for each occupational group.

Under the *Public Service Employment Act*, the Commission has the authority and responsibility to "operate and assist deputy heads in the operation of staff training and development programs in the Public Service." At the request of the Treasury Board and on the advice of the Staff Training Council, the Commission designs, develops and offers training courses and programs on behalf of both central agencies. It also provides training advice and assistance to departments through its consultation services, and, in co-operation with departments and under the direction of the Council, carries out research on optimal transfer methods of training expertise and technology. In addition, by virtue of authority delegated by the Treasury Board, the Commission audits training activities and manages a certification program for departmental instructors and class leaders, thus attesting to and maintaining their training skills.

### **Looking to the Future**

The redefinition of Treasury Board and Commission responsibilities continues. The two agencies currently are examining the means through which they can share their responsibilities by modifying their respective operations to eliminate duplication and alleviate the present reporting burden on departments. Agreements will be signed in the near future on audits, human resource planning and other related personnel management areas. Many steps remain to be taken: a great deal of work remains before the final clarification has been completed. Already, however, the reforms that have been implemented are encouraging sensible development in Government personnel management. This pragmatic approach is making it possible to face the future with confidence and to provide for the step-by-step evolution of personnel administration in a changing environment.

### ***Equal Opportunity—a Shared Responsibility***

The employer's primary responsibility is to set government policies and objectives for the participation of under-represented groups. The Commission is responsible for ensuring that its recruitment and selection policies are not discriminatory and are consistent with the application of merit. While the employer must respect the provisions of the *Public Service Employment Act* and *Regulations*, the Commission has an obligation to assist the Government in meeting its overall equal opportunity objectives.

Deputy heads are accountable to the Treasury Board as well as to the Commission for the achievement of these objectives and for the effectiveness of the recruitment and selection methods used to attain them.

The Commission is also responsible for facilitating the tasks of the deputy heads by making the necessary tools available to them, provided these tools do not conflict with the merit principle.



## Employing Disabled People

Throughout the world, 1981 was celebrated as the International Year of the Disabled Person. For the first time international attention focused on the needs and abilities of disabled people. For the Public Service Commission, the International Year marked the continuation of an effort spanning nearly two decades: the effort to provide full access to employment in the Federal Public Service for disabled Canadians.

The staffing policy provides the following definitions:

- A "physically disabled person" has a permanent disability which affects hearing, sight, speech, dexterity, mobility or co-ordination to the extent that the person has significantly greater difficulty in finding employment than a person of equivalent competence without the disability.
- A "mentally disabled person" is one who is substantiated by an association for the mentally retarded as being mentally retarded, but who is capable of performing some tasks in a reliable manner or in an appropriate environment, under a reasonable amount of supervision.

The provision of access to jobs for disabled people makes sense from the point of view of both the employee and the Public Service. To the disabled person, as to anyone else, employment represents independence, self-esteem and a sense of contributing to the community. To the Public Service, disabled people represent a pool of qualified human resources; potential employees, who nevertheless still face barriers when applying for a position. It is Commission policy to eliminate these barriers through appropriate changes to existing staffing procedures. The selection process is designed both to provide disabled people with a fair and equitable opportunity to demonstrate their qualifications for a position, and to uphold the merit principle.

### Historical Perspective

The Commission has worked to increase the number of disabled employees in the Public Service since the mid-sixties. After an initial review of staffing policies, measures to eliminate procedural and policy obstacles were initiated.

An exclusion approval order to appoint mentally retarded people was enacted in 1967. As a result, Canadians with such disabilities have filled jobs such as mes-

senger, building maintenance worker and librarian clerk. In 1970 PSC staff training facilities were made accessible to disabled federal public servants. Later the Commission and the then Department of Manpower and Immigration commissioned a study on the obstacles faced by disabled candidates for Public Service employment. The report, submitted in August, 1977 stressed four major barriers to access:

- barriers related to the staffing process;
- architectural barriers to buildings;
- a lack of technical aids and transportation; and
- managerial attitudes.

Seven months later, the Treasury Board of Canada, after consultation with the Public Service Commission, issued a policy to increase the participation of disabled people in the Public Service. The Commission issued the Staffing Policy on Handicapped Individuals in April, 1980, and the Staffing Branch established an organizational unit to co-ordinate all Commission activities in consultation with the Treasury Board and the departments.

### Towards Greater Participation

The measures taken by the Commission during 1981 focused on three areas:

- access to employment in the Public Service of Canada;
- access to information about government jobs; and
- attitudes of Public Service managers.

A Special Advisor was given a wide mandate to act as a resource person to the Commission on employment and career development for disabled people in the Public Service. In addition, a Co-ordinator of Services to disabled people was appointed at each regional office to recruit qualified candidates, conduct job searches in departments, and help both the disabled candidates and the managers during staffing actions. The Co-ordinators have achieved gratifying success both in the provision of job information and as facilitators for candidates.

The Telephone Device for the Deaf can represent independent access to information for Canadians with hearing disabilities. This device has now been installed at each District and Regional Office of the Commission as well as in the Equal Opportunities Unit at Headquarters. Audio-cassettes

containing information on jobs and application procedures have been made for visually impaired candidates. Architectural barriers in buildings occupied by the Commission have by now been largely overcome through access ramps and adapted facilities.

The remaining barriers are in the attitudes of many Public Service managers. However, progress toward overcoming them can be made by making them aware of the high quality of the applicants: for example, many may not know that more than half of the disabled applicants on the Commission's inventories are university, community college or CEGEP graduates, with identified skills in the administration, technical and scientific fields (see Table 1).

The past year has seen the establishment of a program of awareness briefings for managers and personnel at all levels of the Public Service. This program focuses not so much on the needs and capabilities of the disabled as on what departments can do and what assistance the central agencies can provide. A series of presentations was developed, each aimed at a particular audience, including management—from the most senior to the middle and supervisory levels, staffing and classification officers, and others.

## Results and Outlook

There is an increasing number of appointments at every level and in each occupational category (see Table 2). In the National Capital Region, 388 disabled persons were appointed to support jobs during 1981, as compared to 158 in 1980. Disabled people were also appointed to a variety of officer-level positions as economists, research scientists, statisticians, administrators, computer programmers, engineers, veterinarians and graphic artists.

An assessment of the program at this time would be premature. Furthermore, it would be difficult to carry out a sound evaluation because of the paucity of reliable data. Efforts to develop a statistical base began only in January 1981 when job application forms first provided for voluntary self-identification. As with other target groups, a significant proportion of disabled persons are declining the opportunity to so identify themselves. It is hoped that this proportion will decline over time and result in better information on the participation of the disabled in the Public Service, which

will permit an adequate assessment of the results of Government or Commission policy. This, in turn, can be used to evaluate the required assistance or additional special measures and the resources needed to implement them.

Adequate training and development programs for disabled people are currently under consideration. The Commission and the Treasury Board are investigating specific program proposals and instruments to ensure adequate training and development for disabled employees.

**Table 1**

**Applications from disabled people on regional inventories, by job profile and educational level, December 1981**

Job profile	Educational Level			Total
	Secondary	Community college, CEGEP and undergraduate <sup>a</sup>	Post-graduate	
Administrative	188	335	34	557
Technical	51	43	4	98
Scientific	18	78	39	135
<b>Total</b>	<b>257</b>	<b>456</b>	<b>77</b>	<b>790</b>

<sup>a</sup>Includes 48 applications where the undergraduate degree had not been completed.

**Table 2**

**Appointments of disabled people to the Public Service of Canada, 1981**

Personnel	Term <sup>a</sup>	Indeterminate	National Capital Region		Other locations	Total
Officers	62	25	53	34		87
Support Staff	379	81	388	72		460
<b>Total</b>	<b>441</b>	<b>106</b>	<b>441</b>	<b>106</b>		<b>547</b>

<sup>a</sup>Includes appointments for terms of less than six months.



## Skill Shortages in the Federal Public Service

The Public Service of Canada has been experiencing difficulty in recruiting skilled personnel for a number of occupational areas. This difficulty is neither new nor peculiar to the Public Service. It has been felt in many sectors; indeed, in some specialties, the shortages are worldwide. What has changed is the scope of this difficulty: a perennial recruiting problem has become more acute. Rapid technological change, as exemplified by the extensive use of electronic equipment; regional economic growth, such as that taking place in Alberta; and the development of mega-projects, have been among the major factors contributing to the current shortages of skilled personnel.

Projected shortages in the various occupational groups are reported by departments. The Commission determines the staffing needs of the Public Service on the basis of analyses of these reports. In spite of such human resource planning mechanisms, the extent of the shortages for particular occupational groups in the Public Service has proved difficult to assess. All of them, however, point to the existence of a shortage of skilled workers on the labour market which is making it increasingly difficult to recruit for the Public Service.

### A Labour Market Imbalance

According to departmental reports, there is significant demand for computer science specialists, such as programmers and systems analysts; experts in the field of electronics; engineers; financial administration professionals; auditors; and technicians. The need for managers, technicians and skilled blue-collar workers with petroleum industry expertise in the Western provinces (particularly Alberta) and the North is expected to exceed the national supply over the course of the decade. According to *Labour Market Development in the 1980s*, a report prepared for Employment and Immigration Canada in July 1981, by 1985 engineer shortages could be as high as 1 000 per year. By 1990 the shortage of data processing professionals could be as high as 40 000, while the short-fall of skilled tradespeople is expected to reach 2 000 in 1982. Other occupations which are either in short supply or difficult to recruit include marine and aircraft inspectors, marine instructors, ship's officers, art conservators and bilingual (French and English) secretaries.

While the above are in short supply, there is a surplus in the supply of others. For example, the supply of generalists far exceeds demand; there is also an over-supply of biologists, most pure scientists, lawyers, educators, graduates in the social sciences and the liberal arts, and unskilled workers.

The increased demand for some specialists, coupled with the high rate of unemployment and the surplus in the supply of other specialists, has created a labour market imbalance which is expected to persist past the mid-eighties. In addition, the projected decline in the growth of the labour force (from 2.2 per cent to 1.0 per cent over the course of the 1980s), together with other demographic trends, will further exacerbate the skilled human resource problem.

Recruiting and retaining skilled workers for the Public Service is thus made even more difficult by the factors outlined below. Each occupational group represents a unique recruiting challenge which requires an individual approach.

### Location and Job Setting

Northern regions and correctional institutions are experiencing the greatest difficulty in recruiting hospital technicians, nurses (especially nurses in the psychiatric field), medical officers (psychiatrists in particular), dental therapists, sociologists and criminologists. It is also difficult to recruit engineers for the North. Indeed, recruiting and maintaining staff levels in remote regions is expected to remain a problem for some time to come.

### Salary and Benefits

Another factor causing difficulties in the recruitment of nurses and psychiatrists is salary and benefits. For nurses, provincial government salaries are often higher than those offered by the federal government. For psychiatrists, remuneration is more attractive in the private than in the public sector.

Salary and benefits are also affecting the recruitment and maintenance of staff levels in several other occupational groups in short supply, as the private sector can offer higher salaries and benefits in certain regions than can the federal government, where pay scales are national. Occupational groups affected by this factor include biomedical and petro-chemical engineers; geologists and geophysicists with experience in petroleum exploration;

agricultural, transportation, and financial economists; statisticians; computer science specialists; auditors; marine engineers; naval architects and real estate appraisers. The salary-benefit factor is particularly significant in the North, Alberta and British Columbia, where the cost of living is high in relation to other parts of Canada.

#### *Job Content*

Another aspect of the difficulty the Federal Public Service has in recruiting petrochemical and marine engineers, naval architects, auditors, and veterinarians is job content and the image of the Public Service. Government jobs in these occupational groups are often more regulatory, largely consisting of inspection and policy analysis, while those in the private sector may offer more varied opportunities, including research and development. This factor makes some government jobs somewhat less attractive than those in the private sector.

#### *Aging*

A high percentage of skilled blue-collar workers in Canada are over 40 years of age and few young Canadians are entering blue-collar trades. Meanwhile, conditions for the blue-collar worker in Europe have improved; this has diminished the supply of immigrant blue-collar workers. At present, immigration accounts for only 10 per cent of the growth in the labour force population. This has meant that these workers, as a group, are older and therefore less willing to move to a new job location than others. Furthermore, because the number of young Canadians entering blue-collar trades is not large enough to replace retiring workers, the blue-collar work force will continue to age. The implication is that it will become increasingly difficult to relocate the pipefitters, cement masons, millwrights and welders needed in northern and western regions.

The anticipated overall aging of the Canadian labour force is also expected to result in a generally less mobile labour force over the next ten years. The age group distribution is expected to change significantly: by 1990, the 15-24 age group, which now constitutes 25 per cent of the labour force, will have fallen to 18 per cent; while the 25-44 group will have risen from the present 37 per cent to fully 44 per cent of the labour force.

#### *Barriers to Mobility*

Linguistic and cost-of-living differences among regions pose recruitment difficulties for a wide range of occupational areas. For example, francophones will not

readily move to a predominantly anglophone region, just as anglophones will hesitate to relocate to a largely francophone area. In effect, then, language differences can contribute to supply shortages. Regional differences in the cost of living, particularly differences in the cost of housing, also make moving undesirable for many prospective employees, unless the salary and benefits at the new location can compensate for these differences. The private sector in the Western provinces has been much better able to make up for these differences in its national recruitment efforts than the federal government.

#### **The Commission's Response**

The skilled labour shortages have necessitated a comprehensive and persistent response from the Commission. Information on job vacancies in the shortage areas is therefore being disseminated to potential candidates throughout Canada, and where necessary, abroad. Training programs as well as a new administrative unit to monitor the shortages and prepare a strategy response to the need for skilled labour have been established.

#### *Post-Secondary Recruitment*

In 1977, the Commission reoriented its post-secondary recruitment program (see Chapter 6) to meet the staff shortages identified in departmental staff planning reports. It is therefore emphasizing its recruitment of occupational groups where shortages exist. At the same time, it is discouraging graduates in other disciplines from expecting employment with the Public Service.

#### *Recruitment Campaigns*

The Commission has moved away from requiring successive and exhaustive competitions for occupational groups in short supply. It has also developed special recruiting methods: one is to launch advertising campaigns in major cities when large numbers of specific occupational groups have gathered for conferences or job fairs; another is to distribute job profiles for occupational groups in demand. Display units are often set up at high schools, community colleges, CEGEPs and universities; profiles are sent to professional journals and magazines aimed at secondary and post-secondary readers. The Commission also recruits through the professional organizations of occupational groups in short supply, and organizes staff councils with departments to discuss solutions to staffing shortages.

*An Occupational Group Management Unit*  
The newly established Occupational Group Management Unit has been given a

mandate to develop and implement the new external recruitment and promotion strategies to meet staff shortages. It has undertaken to identify the shortage groups and analyze the demand for them throughout the Public Service. The Unit has already conducted a special survey on the short-term demand for computer scientists within the Public Service. A Service-wide national data base on job vacancies is also being established.

#### *Occupational Training*

The Commission promotes co-operative education programs and allows the use of underfill training. An underfill program is one in which individuals are appointed at one or more working levels below the level of the position which they are occupying. Underfilling is used to staff a position, for a limited time and subject to Commission approval, when no candidate has been found who possesses all the requirements necessary for appointment to the full level of the position in question. This procedure is used to alleviate specific recruitment difficulties. The Commission continues to appoint co-op students on work assignments to supply the Public Service with short-term human resources in shortage areas such as computer science. These programs also contribute to securing long-term employees in shortage areas: many co-op students become indeterminate employees on graduation. Co-operative programs provide a link between the Public Service and academic institutions, students and the work environment.

#### *Recruitment Abroad*

The Public Service Commission has authorized recruitment abroad for a variety of occupational groups when national recruitment campaigns have not been successful: these include nurses, psychiatrists, veterinarian research scientists, engineers and physical scientists with experience in the petro-chemical industry, airworthiness engineers and book and paper conservators. Recruitment outside Canada is, of course, a solution which will become increasingly less viable, given that the shortage in the supply of many specialists is international in scope.

#### **Summary**

Longer-term human resource planning and early identification of shortage areas are crucial to the solution of the recruitment problems outlined above: they can be expected to persist, given demographic trends and continuing regional economic growth. It will take the combined efforts and creativity of departments and central agencies to meet this challenge adequately.

## Implementation of the Management Category

Significant progress was achieved in the implementation of the Management Category over the course of the 1981 calendar year. A wide range of new personnel policies and practices were launched: the Executive (EX) Group of the Management Category was established; the Management Category Exclusion Approval Order was signed; the Management Resources Information System (MRIS) was introduced; the selection guidelines on the Management Category were issued to departments; the guide to the Management Category was published; mandatory management orientation programs were introduced (see Chapter 11); and work on a manager's handbook on personnel management was begun. Most importantly, machinery was established to ensure that the efforts of the various agencies working on the implementation of the Category were well co-ordinated and relevant to changing circumstances. These changes have delineated the responsibilities of deputy heads and departments and the roles and services performed by the central agencies in the management of senior personnel. At year-end, the Executive (EX) Group had been formed, in the main, and the Senior Management (SM) Group was still in the throes of conversion. Each group is likely to number just under 2 000.

### Management Category Exclusion Approval Order

The *Management Category Exclusion Approval Order* took effect on 7 May 1981. It allows movement of Management Category personnel from one position to another to take place without appeal rights as long as the personal classification of the individual is not changed. The Order is an administrative measure used on an interim basis in anticipation of the passage of amendments to the *Public Service Employment Act* which will permit appointments to level. Subsequently, the appointing authority to make such redeployments of the departmental management team under the *Order* was delegated to deputy ministers. This authority does not extend to promotional or inter-departmental decisions.

### Human Resource Planning

The Commission is encouraging departments to develop resourcing plans for the maintenance of their senior management teams. Such plans should enable departments to exploit the increased flexibility available to them and provide the Commission the understanding it needs as central agency, if it is to facilitate rather than hamper well-thought out strategies.

One prerequisite for human resource planning is a reasonable ability to forecast the turnover of members of departmental senior management teams. For this reason, and more importantly, to underline the general obligation of senior personnel to remain long enough in a department to make a significant contribution, the Commission routinely seeks agreement from a senior manager at the time of appointment to exclude himself or herself from being considered for whatever opening might arise in other departments for a reasonable period of time. This policy has been well accepted.

The Commission has also continued to work on the development of guidelines on the participation of under-represented groups, the placement of employees on priority status, and the review of the regulatory framework, in order to provide for a more flexible approach to staffing in the Management Category.

### Delegation

As part of the rationalization of Commission operations which came about as a result of the implementation of the Management Category, it decided to offer additional staffing authority to deputy heads who currently have staffing authority up to and including the PM-5 and most other equivalent levels. Deputy heads will, as a result, have full staffing authority for all groups and levels, with the exception of those in the Management Category. The status of currently delegated Senior Management equivalent positions that have not become a part of the Management Category will remain unchanged. The effect of this increased delegation is that approximately 98 per cent of appointments will henceforth be made by departments rather than by the Public Service Commission.

### The Management Resource Information System

In July 1981, the Management Resource Information System (MRIS) was implemented; it replaced both Data STREAM and the Senior Executive Information System. The MRIS maintains information on approximately 25 000 employees who hold senior-level positions or levels immediately below them, and in the near future, on applicants for such positions from outside the Public Service. This system is used for staffing, human resource planning, counselling activities and for reporting on these activities to those accountable for their execution. The



Commission collects the performance appraisal forms from departments and enters the performance ratings into the MRIS for use during the staffing process. This appraisal information as well as departmental completion rates are transmitted to the Treasury Board of Canada. This co-operative effort between the Board and the Commission relieves departments from having to send appraisal documents to both central agencies, as has been the tradition heretofore. The net result is an efficient exchange of information on Senior Managers and Executives (SM and EX) and a reduction in the departmental reporting burden.

### **Interchange Canada Program**

In November 1980, the Government gave formal approval of measures to strengthen the Interchange Canada program known as *Focus on Business 1981/1982*. The objective of this initiative was to create a closer relationship between the private sector and the Public Service through exchanges of executive personnel. The chief executive officers of 87 Canadian corporations and the deputy heads of the departments were invited to co-operate in two ways: to identify employees whose superior performance, experience and knowledge could be expected to make a significant contribution to the host organizations; and to identify assignments within their organizations suitable for such interchange participants. To date, 54 companies have expressed interest; as a result, a number of interchange agreements are now being negotiated.

There were 136 interchanges in 1981: 78 public servants took temporary outside assignments and 58 non-public servants accepted assignments with the government. At year-end, there were 241 interchange assignments in progress. The impetus added by *Focus on Business 1981/1982* gives every indication that the steady growth of Interchange Canada over the past decade will continue.

### **International Programs**

In recent years, there has been a systematic effort to enhance Canadian representation in international organizations. This effort was initiated in 1978 with the establishment of co-ordinating machinery between External Affairs Canada and the Commission. In 1981 the program saw 34 Canadians appointed to professional positions with international organizations. Twelve of these had been at the executive level prior to their appointments. Fifteen others, three at the executive level, accepted assignments with foreign governments under interchange agreements. Reciprocal exchanges of personnel between government departments and their counterparts in other countries have occurred with some regularity, with satisfactory results.

### **Publications and Counselling**

In September 1981, the Commission, in consultation with the Treasury Board of Canada, published a booklet entitled *A Guide to the Management Category*. Its purpose is to provide relevant and timely information to Executives and Senior Managers on the policies, practices and programs of the Management Category. The *Guide* describes the composition of the Category and the classification plan used as a basis for converting positions to the new Executive (EX) and Senior Manager (SM) groups. It answers many of the questions managers may have on the Category. The *Guide* has been distributed to all personnel entered into the Management Resource Information System.

Another publication on the Category is entitled *Selection Guidelines for Staffing the Management Category*. The *Guidelines* were developed in consultation with numerous departments in order to identify and establish common knowledge and ability requirements for the Category throughout the Public Service. The *Guidelines* have been distributed to all levels of management.

By the end of the year, a handbook for managers on personnel management, jointly sponsored by the Treasury Board and the Public Service Commission, was nearing completion. Its objective is to provide an overview of policies, practices and managerial obligations in this field. It is not intended to be a comprehensive reference book for personnel specialists. The topics range from staff relations through government equal-opportunity programs to policies on conflict of interest.

The Commission also provides an ongoing counselling service to members of the Management Category. Counselling focuses on broad, Service-wide career opportunities, advice on career assignment and development, inter-departmental moves, training needs and managerial performance. In general, it is intended to offer each member of the Management Category the opportunity to discuss his or her career plan with the Commission at least once every three years.

### **Administrative Machinery**

Two inter-departmental committees have been established to oversee all matters pertaining to the Category. One of these is the Management Category Co-ordinating Committee, which is made up of representatives of the central agencies and is designed to provide a forum which meets on a regular basis to co-ordinate central agency actions. The second is the Inter-departmental Committee on Personnel Policies for Managers, which in addition to the members of the other committee includes senior representatives from a number of line departments and the regions. It meets twice annually to provide a sounding board for the review of existing policies or of proposed changes to these policies.

## Enhancing Flexibility in Staffing

Over the last few years, the Public Service Commission has adopted flexibility as a guiding theme for staffing. It has found that managers need some leeway in the practical, everyday application of regulations if they are to be effective and accountable for program delivery. A flexible approach to staffing has become a necessity, because an exclusive reliance on rules, systems and procedures meets neither the interests of equity nor the needs of efficiency.

Flexibility towards departmental requests suggests a need for an efficient means of communicating policy to the departments. To find out how efficient these means are at present, the Commission conducted a study on the effectiveness of the methods by which staffing policy is communicated to departments. A detailed questionnaire elicited responses from 90 per cent of the departments; at year-end the results were still being assessed.

### Flexibility in Action

Over the past year, the Commission has tailored its delegation instruments more closely to the needs of particular departments. At the same time, it has strengthened its responsibility to provide advice and assistance to departments. All regulations have been reviewed: some have been eliminated, some revised; others will be changed in 1982. One important example was the modification to Section 25 (acting appointments) of the *Public Service Employment Regulations* to provide for a uniform four-month period, regardless of occupational category, before appeal rights are granted. This change will not only provide managers with the flexibility to make acting appointments, but also allow them to rotate employees through such assignments in order to enrich the experience of their staff.

In 1981, individually designed delegation instruments were developed for 12 departments. Early in the year, Section 3 of the *Regulations* was revised: it is no longer necessary to specify the position or title of the individual a deputy head authorizes to exercise the powers granted by the Commission.

Intra-departmental transfers which redeploy staff without changing the group, level, required qualifications and nature of work, will no longer be considered to be appointments, and thus will no longer be subject to the rules and practices governing other selection processes. This deci-

sion was made after consultations with departments and employee representatives, as well as a study of recent decisions of the Federal Court of Appeal. It is expected that some 30 000 cases each year will no longer require formal appointment procedures.

As indicated in last year's Annual Report, the Commission also has pursued the matter of providing departments with more flexibility in acquiring employees to meet short-term requirements. Working closely with the Treasury Board of Canada, it has been conducting extensive consultations with the departments and bargaining agents on this important matter with a view to taking decisions early in 1982.

### Speed of Staffing

In 1981, another study on the speed of staffing was concluded. It compared Public Service promotion methods to those used in three large Canadian corporations. It was found that Commission selection processes generally took 34 working days longer to complete a promotional competition, largely because of statutory notice requirements (20 days) and subsequent rights of appeal (a further 14 days). The study identified some ways of reducing staffing delays. One is the wider adoption of customized staffing: for example some inventory methods of staffing combine a permanent form of notice with ongoing assessment of applicants, which eliminates a number of the steps normally started after the request for staffing is received. Another is to increase the use of anticipatory staffing.

After the study had been completed, a new requirement, stemming from the revision of the Official Languages Policy (see Chapter 10) stated that a candidate for a bilingual position—i.e. one whose linguistic requirements have been deferred—was henceforth to be tested before appointment. The Commission is making every effort to minimize the effect of this requirement on the speed of staffing, although at year-end significant delays were being encountered, particularly in the regions.

### Post-Secondary Recruitment

In response to specific departmental demands, applications have been solicited from university graduates in finance, business or public administration, commerce, engineering, computer science, library science, economics or mathematics and statistics. The Commission has, therefore, tailored its university and community col-



lege recruitment efforts to specialist areas in the professional and technical fields over the course of the past two years (see Chapter 4). Similarly, community college graduates in electronics, computer technology, business administration or accounting were invited to apply.

In 1981, the number of applications received from university graduates totalled 8 083, as compared to 7 825 received in 1980 (or 26 093 in 1978, the last year before recruitment was focused on just a few disciplines). A total of 609 university graduates were appointed in 1981, as compared to 443 in 1980. The most significant changes were in the foreign service and the auditing and accounting areas, the former due to an increase in foreign service postings, the latter caused by the re-introduction of the Auditor Development Program at Revenue Canada Taxation. Of those appointed in 1981, 30,5 per cent were francophones and 36,3 per cent were women. In addition, the following departments which had been delegated the authority to recruit certain occupational groups directly—Secretary of State, Department of Justice Canada, Agriculture Canada, Department of Insurance Canada, Environment Canada and National Defence—appointed a total of 187 university graduates. These appointments were made to positions in translation, law, agriculture and veterinary science, actuarial science, meteorology and defence science. Of this second number, 34,2 per cent were women and 50,8 per cent were francophones.

Applications from community college and CEGEP graduates increased by 257 in 1981, to 1 855, from 1 598 in 1980. Of the 225 college and CEGEP graduates appointed in 1981, 13,3 per cent were francophones and 34,2 per cent were women.

There was a significant increase in applications for career-related summer positions in 1981. The number of post-secondary students applying to the Career-Oriented Summer Employment Program rose from 24 739 in 1980 to 28 092 in 1981, a 13,6 per cent increase. Special funding received under the Summer Canada Program increased the number of career-oriented positions from 1 151 in 1980 to 2 966 in 1981. Of the 1981 appointees, 23,5 per cent were francophone and 42,1 per cent were women. Another program, the Summer Student Customs Officer Program, at Revenue Canada Customs and

Excise, employed 540 students in 1981, down marginally from the 549 appointed in 1980; of these 18,9 per cent were women and 59,1 per cent were francophones.

The Public Service was once again a major Canadian employer of co-operative education and internship students in 1981. With the number of academic institutions offering co-op programs on the increase, some 894 co-op students were employed in the Public Service in 1981, an increase of 33,6 per cent over the 669 in 1980. Increases are expected to continue throughout 1982, as Public Service managers continue to realize the tangible benefits which can be derived from employing co-operative education students to meet their short-term needs. In addition, these students may be possible candidates for permanent positions when they graduate.

#### **The Priority Clearance System**

As of 31 December 1981, there were 1 490 individuals registered in the Priority Clearance System, established in 1978 to allow those affected by work force reductions to be more readily redeployed. Since its inception some 4 400 public servants have been appointed to other positions. The system has been expanded to include surplus or laid-off employees who accepted lower-level positions (see Table 3).

The number of persons entitled to priority status in 1981 decreased to 1 501 as compared to the 2 192 in 1980, while the number of reappointments from the system dropped from 1 309 to 974 over the same period.

A total of 130 885 clearance numbers were issued this year. About 90 per cent of these were issued within two days or less of the request being received from the department. In the remaining cases, delays occurred because either the manager or the prospective candidate was unavailable for the interview within the designated 48-hour time period.

#### **Staffing Activity**

Appointments to and within the Public Service in 1981 totalled 115 017, up from the 101 622 in 1980. Promotions during the year numbered 30 062, up from 24 270 in 1980 (this total excludes appointments to and within the Management Category). The number of reclassifi-

cations involving a promotion increased from 4 106 in 1980 to 5 132 in 1981; it is noteworthy that this represented 17,1 per cent of all promotions, as compared to the 28 per cent in 1977, when the use of reclassification as a means of promotion was curtailed. Reappointments for an additional term increased significantly, rising from 17 615 in 1980 to 27 007 in 1981. Appointments without competition, including those resulting from reclassification, were down substantially, from 38 813 in 1980 to 26 876 in 1981, representing a decrease of 30,8 per cent. At year-end, there were 215 643 employees in the Public Service of Canada (see Table 4).

#### **An Increased Workload**

The past year has seen the Commission experience a considerable rise in the volume of requests for staffing and language services in areas over which it has retained responsibility. The number of requests to refer applicants to departments rose by 22 per cent in 1981 as compared to 1980 (from 24 703 to 30 046); the Staffing Branch also received 19 per cent more applications for employment from outside the Public Service in 1981—130 498, as compared to 109 843 the previous year. The number of language assessments administered increased by 27 per cent, from 15 268 in 1980 to 19 316 in 1981; and requests to conduct non-delegated staffing processes increased from 7 270 in 1980 to 7 582 in 1981, an increase of 4,3 per cent.

Table 3

Employees with priority status as of 31 December 1981			
Lists in order of priority	Number of employees		Total
	Available	Unavailable <sup>a</sup>	
Leaves of absence—returnees or replacements	120	21	141
Ministerial staff	0	0	0
Lay-offs			
• reorganization	213	118	331
• privatization	35	112	147
• decentralization	39	24	63
Surplus			
• reorganization	447	122	569
• privatization	71	8	79
• decentralization	81	50	131
Unsuccessful language training	24	5	29
<b>Total</b>	<b>1 030</b>	<b>460</b>	<b>1 490</b>
<sup>a</sup> Entitled to, but not exercising staffing priority.			

Table 4

Changes in the Public Service population between 1980 and 1981				
Occupational Category	1980	1981	Change	
			No.	%
Management (EX Group) <sup>a</sup>	1 274	1 600	—	—
Scientific and Professional	21 372	21 689	317	1,5
Administrative and Foreign Service	49 058	52 308	3 250	6,6
Technical	25 737	26 572	835	3,2
Administrative Support	65 503	68 123	2 620	4,0
Operational	45 165	45 171	6	—
<b>Total<sup>b</sup></b>	<b>208 299</b>	<b>215 643</b>	<b>7 344</b>	<b>3,5</b>

Excluded from the total are 38 SXs in 1980 and 42 EXs or SXs in 1981.

Includes 227 employees in 1980 and 230 in 1981 with the Public Service Staff Relations Board, and other employees whose positions have not been converted to one of the six occupational categories.

Note : Employees of Canada Post are excluded. In comparing the population figure of 1 600 in 1980 to that of 1 274 in 1981, it must be taken into consideration that, in implementing the EX group of the Management Category, 246 persons previously classified as senior professionals (REM, ES, MA) were converted to the new category. The conversion exercise is still in progress, and the population figures will be changing accordingly. Therefore, the figure of 1 600 reflects a real increase of 80 persons in the EX group.

Source : PSC Management Resource Information System (Management Category) and Supply and Services Canada (all other categories).



## Equal Opportunity

The Public Service Commission of Canada accepts a responsibility to show responsiveness and sensitivity to a considerable number of interests, ranging from the goal-oriented needs of management to the pursuit of socially desirable goals arising from legislation, government policies, public attitudes and the changing composition of the Canadian work force.

In the selection and promotion of individuals, many managers have found it difficult to reconcile the principle of merit with that of equal opportunity. Some have thought that providing equal opportunity meant bending the rules or making special provisions for the designated target groups. Others have thought that merit represented a barrier to under-represented groups because minimum requirements had to be met. What has to be realized, however, is that when all of the factors which constitute merit are properly assessed, and the historical biases associated with them removed, equal opportunity is not only compatible with but also supported by the principle of merit. It is for this reason that the Commission has successfully resisted the tempting and expedient approach of establishing quotas exclusively for under-represented groups. Instead, it favours the more common-sense approach of identifying and eliminating barriers to equality of opportunity and fostering an awareness that the Public Service of Canada provides a working environment supportive of the participation of these groups.

To this end, the Commission has developed a checklist of measures to establish such an environment within the framework of existing legislation and personnel management systems. This list, prepared for the Steering Committee on Affirmative Action, was made available to all deputy heads. It highlights 46 measures in such areas as managerial motivation, human resource planning, job design, staffing, training and development and leave of absence provisions, which are intended to boost target group representation. In addition, where it has proved necessary, the Commission has taken specific measures on a restrictive basis to accelerate the appointment of qualified members of under-represented groups. One such measure in 1981 was the Exclusion Approval Order to reserve certain developmental positions at Indian and Northern Affairs Canada exclusively for indigenous people. A second was the extension of an Exclusion Approval Order passed in 1979

whereby recruitment was limited solely to women for some jobs at selected male penitentiaries.

A description of Commission equal opportunity programs for women, indigenous people and black individuals (in Nova Scotia) within the Public Service is provided in the paragraphs below. Programs promoting the employment of disabled people are described in Chapter 3; those promoting francophone employment are included in Chapter 10.

### Self-Identification

In 1981, the applicant and staffing forms were modified to allow for the identification of disabled persons and indigenous people, in addition to women and francophones. As a result of human rights legislation passed in 1977, self-identification was to be made on a voluntary basis.

Initial results suggest that the data accumulated to date do not accurately reflect the efforts made to recruit members of all target groups. There may be several reasons for this: for some, it may be a question of reluctance to volunteer this information; others may simply be unaware of its usefulness in defining problem areas in target group representation. It must be recognized, however, that unless members of under-represented groups identify themselves as such, there is no way for the Government or the Commission to determine the effectiveness of the measures enacted on their behalf.

### Equal Opportunities for Women

The participation of women in the Public Service continued to show steady overall progress. In 1981, 39.3 per cent of the Public Service employees were women, as compared to 37.8 per cent in 1980. The improvement occurred in the officer categories, where out of an increase of 4 723 employees, 2 997 were women.

The Commission has continued to provide assistance and information to women and groups concerned with their advancement through its Office for Equal Opportunities for Women (EOW). The Office publishes *EOW News*, a periodical concerned with issues such as the availability of training opportunities, the impact of technological change on women and the dual-career family. Its Resource Centre provides publications and information sessions to representatives of both government and non-government institutions, and in particular



to high school students and guidance counsellors. Its counselling service assists women with career problems or those who wish to discuss career possibilities. Each year, the Office deals with some 1 800 enquiries and distributes some 8 000 information packages and 300 000 articles. An important function accomplished by the Office was the review of job selection standards and new psychological tests to ensure the absence of sexist bias.

In a joint venture with the Public Service Alliance of Canada, the EOW conducted successful conferences for management and employee representatives at major centres across Canada. The topics covered included the respective roles of unions and management; redress mechanisms; equal pay for work of equal value; and the problem of sexual harassment.

#### **Participation of Indigenous People**

Despite the efforts made in recent years to increase the participation of indigenous people, it is neither possible to provide evidence of major progress, nor to doubt that the level of participation remains very low. In addition, departmental progress reports have identified a number of concerns. There is, for example, a definite need for more job training and career development opportunities for indigenous people in the Public Service, better labour market information, data on the availability and qualifications of indigenous candidates and more intensive public information and recruitment activities.

Despite these concerns, certain departments have made notable progress in indigenous participation over the past year. By considering these successes, other Public Service managers may be able to find ways to increase the participation of indigenous people in their own organization.

#### **Office of Native Employment**

The Office of Native Employment (ONE) was established by the Public Service Commission in 1972 to promote the employment of indigenous people in the Public Service. By 1980, Native Employment Co-ordinators were on strength in all of the regional offices of the Commission throughout Canada.

The Office is co-ordinating activities to increase the number of appointments of indigenous people by placing more emphasis on developmental programs and

regional operations rather than policy implementation. This redirection will provide the services departments need to carry out their indigenous participation programs and also provide a quality service to indigenous clients seeking employment in the Public Service.

#### **Career Programs for Indigenous People**

The Joint Council, which consists of the Commission, the Treasury Board and representatives of associations of indigenous people, recommended the establishment of a national developmental program for Indian, Métis, Non-status Indian and Inuit persons seeking management career opportunities in the Public Service. This recommendation was endorsed in principle by Cabinet during 1981. The objective of this program would be to place indigenous persons in supervisory, middle and senior management positions through developmental assignments, on-the-job training and individual career planning. At year-end, a project team was finalizing proposals for review and approval by the Government.

The Commission announced an Exclusion Approval Order to promote the appointment and development of indigenous people at Indian and Northern Affairs Canada. The measure authorizes that department to recruit and appoint indigenous persons exclusively, until 31 March 1986, to a number of developmental positions within two newly established programs: the Indian and Inuit Recruitment and Development Program and the Native Development Program. The Canadian Human Rights Commission has endorsed this special temporary measure. It is anticipated that about 200 indigenous persons will be employed under this program at any given time. Transfers from the program to regular departmental management positions will be made on the basis of normal competitive processes.

The Commission advised participating departments that about 10 per cent of the positions under the Career-Oriented Summer Employment Program (COSEP) should be set aside for indigenous students. Since relatively few applied this year, COSEP is being examined to determine the type of changes needed to attract more indigenous students in the future.

#### **Northern Careers Program**

The Northern Careers Program was established in 1974 to provide training and

career development uniquely for indigenous people "north of 60" with a view to increasing their representation in middle and senior management positions. The program was funded by Indian and Northern Affairs Canada and administered by the Public Service Commission. As of the 1982/1983 fiscal year, the Commission has accepted to assume financial responsibility for the program.

The program was assessed under the direction of an evaluation steering committee which included, among others, representatives from northern indigenous people's associations and the Inuit Tapirisat of Canada. The key recommendations of the committee were that the program be continued, and that it be co-ordinated through the Joint Council; that its scope be expanded to 150 person-years over a period of two to three years; that an Eastern Arctic Region be established in addition to the Yukon (Whitehorse) and NWT (Yellowknife) Regions; and that the program, as well as the administrative responsibility for it be held by the Public Service Commission, rather than shared with Indian and Northern Affairs Canada. The Commission and the Treasury Board are currently reviewing these recommendations with a view to facilitating the necessary transition.

The Northern Careers Program currently has 68 participants. Since its inception, 200 northern indigenous people have participated in the program; of these, 40 per cent have gone on to positions in the Public Service. This 40 per cent success rate is considered very satisfactory for programs of this kind. Indeed, it was the success of this program that spurred the proposal for a national development program for indigenous people; and if the fact that about 80 per cent of these trainees have accepted positions with the federal and territorial governments or one of the native associations is also taken into account, the success of the program becomes even more noteworthy.

#### **Employment Program for Black Persons**

This program was established in 1973 to address the under-representation of Nova Scotia black people in the Public Service (see Table 5). The Commission has called on departments with operations in Nova Scotia to continue to support this program.



In response to a need expressed by the black community of Metropolitan Toronto, the Commission's Ontario Regional Office held an information session on the staffing system of the Public Service.

#### **Affirmative Action**

During 1980, the Government launched the Public Service Affirmative Action Strategy Program to increase the participation of under-represented groups within the federal Public Service. The program emphasizes systems analysis as a means

of eliminating systematic discrimination. Initially, it is restricted to pilot projects in three departments (Employment and Immigration Canada, the Secretary of State and the Treasury Board of Canada) and one agency (the Canada Mortgage and Housing Corporation, which does not fall under the purview of the *Public Service Employment Act*). The Commission is providing advice and assistance, and is represented on both the Inter-departmental Steering Committee and the Service-wide Issues Task Force on Affirmative Action.

**Table 5**

#### **Number of black people appointed to the Public Service in the Halifax-Dartmouth area, 1977 to 1981**

Occupational category	1977	1978	1979	1980	1981	Total
Management (EX group)	0	0	0	0	0	0
Scientific and Professional	0	2	0	1	0	3
Administrative and Foreign Service	4	1	3	4	3	15
Technical	0	0	0	1	1	2
Administrative Support	12	8	15	41	80	156
Operational	40	44	36	38	86	244
<b>total</b>	<b>56</b>	<b>55</b>	<b>54</b>	<b>85</b>	<b>170</b>	<b>420</b>



## Staffing Audit

The past year saw the consolidation of the Staffing Audit and Review (SAR) Program and its incorporation into the framework for delegation of staffing authority initiated in 1979. SARs were conducted into the staffing activities of some 14 departments; most of them had their delegated staffing authority renewed for the usual three-year period. The Commission has continued to adapt the instruments of delegation to departmental requirements. Some departments, in view of the quality of their staffing activities, were given more leeway in areas such as determination of areas of competition, recruitment from outside the Public Service and the appointment of members of under-represented groups.

### Typical Findings

Despite a marked improvement in the overall quality of staffing in the Public Service, the findings of SARs conducted by the Commission this year are similar to those reported in 1980:

- inadequate training in staffing for managers in more than 85 per cent of the departments audited;
- lack of control over the speed of staffing and insufficient information about its causes and solutions;
- poor management and inadequate documentation of the acting appointment process;
- inadequate selection tools and techniques, especially those used to assess candidates' personal suitability, in the application of the merit principle;
- lack of central departmental control over the use of temporary help agencies;
- failure to integrate human resources planning with other personnel management disciplines; and
- despite a significant improvement in the use of specified-period (term) appointments, an excessive use of this type of appointment was still noticeable: for example, as a quasi-probation period rather than as a response to *bona fide* short-term work.

At the same time, the favourable conclusions drawn in most of the SAR reports have prompted the Commission to make major changes in the guidelines on areas of competition and in the sub-delegation authority of deputy heads.

### Flexibility

When renewing delegated staffing authority, the Commission takes whatever appropriate measures are required and provides

the assistance and advice needed by particular departments.

On the recommendation of its Delegation Advisory Committee (DAC), the Commission delegated its staffing authority, with a number of specified exceptions, to one department for a three-year period, subject to periodic progress reports to the Commission on the implementation of the changes suggested following the SAR. The flexibility of the improved staffing audit method is also evidenced in that another department will undergo a second post-audit a full year after the first one, where normally only one post-audit is conducted after six months. Its authority will be renewed for a three-year period if the Committee determines that the progress made warrants it. Under certain conditions the Commission may also renew a department's instrument of delegation even if the quality of staffing in its regional units is less than satisfactory. For example, while one unit of a particular department and two of another will undergo a SAR one year after delegation, department-wide staffing audits will be conducted two years after delegation.

The Commission is thus endeavouring to delegate its authority to departments by taking into account their ability to exercise it effectively under the *Public Service Employment Act and Regulations* and to make optimum use of their human resources.

### Departmental Participation

Departmental participation in the staffing audit and review process increased during the past year. The Commission began integrating the activities of audit groups already established by a number of departments into its own programs. Some departments participated in the SAR directly, by seconding one of their officers to the Commission's audit team; others asked the audit team to analyze the issues identified in departmental audits and even to incorporate them into its report. This type of co-operation enables departments to benefit from the Commission's methodology and allows the Commission to be responsive to departmental requirements. In other cases the Commission used departmental audit reports, reviewing their methodology, observations and recommendations for corrective action. After assessing the progress made since these reports were published, the Commission was able to decide whether or not to defer the SAR to a date agreed upon by the parties.

If co-operation between the Commission and departments is to grow, working methods will have to be made more compatible. At the present time departments tend to measure the compliance of their staffing activities against the *Act* and the *Regulations*, while the Commission assesses their overall management of staffing. Tangible progress will be achieved to the extent that audit instruments and techniques are developed and refined. Discussion forums such as the Inter-departmental Advisory Committee on Internal Audit and the Inter-departmental Staffing Audit and Review Committee will also play a constructive role in the development and implementation of suitable audit programs.

### **Integrated Audits**

In co-operation with the Treasury Board, the Commission continued to experiment with the idea of an integrated staffing and classification audit, as described in last year's Annual Report, with the introduction of an integrated classification and staffing audit program at Employment and Immigration Canada. The experiment, the first of its kind, was well received by that department. It showed that valid conclusions could be reached with fewer central agency audits and no change in respective responsibilities. The Commission and the Treasury Board plan to issue a joint publication describing the methodology used in this audit. Departments may then wish to adapt it to their own needs.

The Commission and the Treasury Board have also joined forces to devise techniques for auditing the application of the *Official Languages Act* in staffing. Once these have been perfected, they may be incorporated into the Staffing Audit and Review Program.

It is worth noting that for a number of years the Commission has been auditing departmental use of personal service contracts and temporary employment agencies, although it has no statutory responsibility in these areas. Reports are submitted to the Treasury Board, which then ensures that the required action is taken.

The joint efforts in each of these fields are part of a thrust toward a clear delineation of the roles and responsibilities of the various agencies and toward a narrowing of the gap between methods for auditing and those for assessing human resources management. There is reason to believe that co-operation between departments and central agencies will give rise to a common view of the problem and appropriate courses of action.

## Impact of Redress on Personnel Management

Individuals who feel that they have been treated unfairly have access to several redress mechanisms under the *Public Service Employment Act*. They may appeal a recommendation of release or demotion for reasons of incompetence or incapacity; they may appeal the results of a selection process; if that avenue is not available, they may lodge a complaint against a staffing action; or they may seek redress as a result of unfair treatment or alleged discrimination on the grounds of race, colour, religion, national origin, age, sex, marital status or disability. Each of these means of redress is administered by the Appeals and Investigations Branch, where case work is carried out independently of any Commissioner of the Public Service Commission.

To make sure that all federal employees were aware of these rights, the Commission launched a comprehensive information program in 1981 entitled *The Rules Are for Everyone*. Some 300 000 pamphlets describing the three programs of the Appeals and Investigations Branch were issued to departments, together with a large number of wall posters in two designs. The many inquiries received have demonstrated that the program is meeting a need within the Public Service.

### Appeals

The number of appeals in 1981 increased by 4,0 per cent over the total for 1980, from 3 375 to 3 511, while selection processes appealed moved from 1 780 in 1980 to 1 800 in 1981. A significant percentage of the appeals in both years were filed against selection processes in the Administrative and Foreign Service Category (34,6 and 43,7 per cent in 1980 and 1981 respectively).

Of the 3 511 appeals filed in 1981, 3 398 were against selection processes (Section 21 of the Act), while 113 were against recommendations to demote or release (Section 31 of the Act). The percentage of appeals allowed against selection processes decreased to 13,6 per cent from the 19,0 per cent allowed in 1980.

There was an increase of 5,8 per cent in the number of appeal board decisions rendered in 1981: 1 655, as compared to 1 565 in 1980. Because of the heavy case load, it took the registrar's office an average of 22 working days after the appeal expiry date to schedule a case. Of the 1 655 decisions, 1 131 or 68,3 per cent were rendered within 10 working days of the hearing.

### Appeal Board Decisions

Two summaries of decisions handed down by appeal boards in 1981 follow: the first concerns the required qualification for an acting appointment; the second sounds a cautionary note to selection boards about interpreting the behaviour of candidates.

An appeal had been allowed against an acting appointment because the appointee on an eligible list did not meet the language requirement. The department then proposed to appoint the same person after lowering the language requirements by one level from *level B* to *level A*. It argued that the original acting appointment to an AS-3 position had been recently reclassified to an AS-2 position which required less oral communication and therefore a lower level in second-language skill. In allowing the appeal, the chairman of the appeal board noted that when an appeal is allowed on the grounds that a proposed appointee does not possess the required qualifications, the proper corrective action is not to change the qualifications but to appoint the next ranking qualified candidate.

Members of selection boards should not form conclusions on the basis of appearances. One of the appellants in this case was found less qualified than the others as a result of an assessment indicating poor communicative skills. The selection board found that he lacked "eye contact—body language and confidence," was hesitant in his replies to interview questions, "fidgeted" in his chair, dropped his head after answering some questions, and used expressions such as "I suppose" and "I guess." The appellant provided evidence that he suffered from an arthritic condition which prevented him from sitting in one position for any length of time. Furthermore he was unable to move his head normally because of damage to the muscles in his neck; as a result, the only way he could move his head to maintain eye contact was to move his body. The appellant contended that these physical limitations should not have been considered as indications of his lack of ability to communicate. The board chairman allowed the appeal.

### Significant Court Judgements

Decisions of appeal boards are subject to review by the Federal Court of Appeal upon application by any of the parties involved. These reviews are important not only for the conduct of appeal boards, but also because they have important implica-



tions for the Commission's mandate to make appointments within the Public Service.

Three 1981 Federal Court of Appeal pronouncements are summarized below. They concern Sections 39 and 41 of the *Public Service Employment Regulations*, on the acceptability of appeals received after the required 14-day period has elapsed; they are important because they mitigate the interpretation of the Court in *France Allard v. Public Service Commission et al.* (as yet unreported), F.C. A-492-80. In *Allard*, the Court set aside the decision of an appeal board which had allowed an appeal against the results of a competition even though the appeal document had been received after the 14-day period prescribed in Section 41 of the *Regulations*. The Court concluded that the words "shall be brought within fourteen days" in Section 41 prescribe a mandatory time limit; that an appeal document had to be received within that limit; and that the date on which the document had been sent had no relevance on the issue.

This ruling had the effect of denying the appeal rights of a significant number of appellants whose appeal documents had been mailed within the prescribed period, but not received by the Commission within the mandatory 14 days. The *Allard* case also placed a considerable administrative burden on the Commission's regional offices, since appeal documents now had to be delivered to them from public servants in remote areas.

*Rock Lalancette v. Public Service Commission* (as yet unreported), F.C. A-115-81

The appellant had requested a review of the decision of an appeal board which had rejected his appeal on the grounds that the appeal document had been received outside the time period prescribed in Section 41 of the *Regulations*. The Court concluded that while the appeal document may have been received late, it had been mailed within the appeal period and thus should have been considered as having been received on time. Commenting on the *Allard* case, the Court explained that where the appeal document is not sent by mail, it must be received within the appeal period, or it will be considered late.

*E.H. Hausmann v. Public Service Commission Appeal Board* (as yet unreported), F.C. A-185-81

On the date it delivered its judgement in the *Lalancette* case, the Federal Court of

Appeal concluded that the appeal board had correctly declined jurisdiction when it refused to hear an appellant whose appeal document had been received after the appeal period even though it had been put in the hands of a commercial courier two days before the appeal period had expired.

*B. Healey v. Public Service Commission Appeal Board* (as yet unreported), F.C. A-356-81

A department had sent a notice to unsuccessful candidates in a competition advising them of their right to appeal within a period of 18 days. An appeal was received on the 17th day. The appeal board declined jurisdiction on the basis that the appeal had been received after the 14-day period prescribed by Section 41 of the *Regulations*. On review, the Federal Court of Appeal determined that the department had not given proper notice of a right to appeal under Section 39 of the *Regulations* since it had not advised the unsuccessful candidate that he had a right to appeal within 14 days only. Thus, since the notice was improper, the appeal could not "be regarded as having been given after the time for appeal had expired."

Two conclusions may be drawn from these cases. First, individuals sending an appeal by mail must ensure that the document is mailed within the appeal period; but if they send it by other means, the document must be received by the Public Service Commission within the appeal period. Second, there is an onus on the Commission or department, acting under delegated authority, to ensure that the provisions of Sections 39 and 41 of the *Regulations* are scrupulously observed.

### On Security Clearance

The question of the jurisdiction of the Public Service Commission in appeals against security clearance was clarified in *Ronda Lynn Lee v. Attorney General of Canada et al* (as yet unreported), on 6 October 1981.

In an appeal of a Federal Court of Appeal decision, the Supreme Court of Canada maintained the judgement of that Court, which had determined that to refuse a security clearance to an employee, thus preventing access to a position, has nothing to do with merit as perceived in the *Public Service Employment Act*, and that, therefore, it could not be subject to review by an appeal board.

While the appeal board decision in this case was overturned primarily on jurisdictional grounds, the question of the rights of persons affected by decisions in security cases was left undecided. The appellant, Ronda Lynn Lee, was never told why she was denied employment. The Commission of Inquiry Concerning Certain Activities of the Royal Canadian Mounted Police (the MacDonald Commission) mentioned this case in recommending the establishment of an Appeals Tribunal to deal with security cases.

### Investigations

The volume of complaints lodged with the Investigations Directorate during 1981 exceeded that of any previous year. There were 857 complaints which resulted in 542 investigations: this represented a significant increase on the 635 complaints received and 428 investigations held in 1980. Percentages of complaints upheld, not upheld and otherwise resolved remained constant over both years at 24.0, 50.0 and 26.0 per cent respectively. This increase in volume was no doubt prompted largely by the greater awareness among both candidates in open competitions and public servants in general of their options to seek redress under the *Public Service Employment Act*.

The case summaries which follow represent a cross-section of the cases submitted for investigation in 1981. They provide a perspective on the balance between the rights of individuals and the rights of management.

An investigation into a complaint revealed that a term employee was not reappointed at the end of her term, while another person ranking lower than the complainant on a valid eligible list was appointed. Certain irregularities and poor management practices in the staffing of term positions at the local office were noted during the investigation, all due to a lack of adequate training. The department was required to appoint the complainant to the position retroactively. It also undertook to review the staffing practices at its local office and to provide suitable training to the management personnel concerned.

A department was advised to be more circumspect in its advertising of positions so as to retain greater managerial flexibility in the deployment of its human resources. This situation arose as a result of a complaint lodged by a public servant

at another employee had been transferred to a specific position for which an eligible list was still valid. The department acknowledged that its advertising had committed it to staff that position from the eligible list before resorting to transfers. A similar position was found for the complainant and the problem was resolved to his satisfaction.

### **Anti-Discrimination**

There was a 64 per cent increase in the number of new complaints lodged with the Anti-Discrimination Directorate in 1981 over that in 1980 (from 186 cases to 305). This amounted to 426 complaints handled this year, as compared to 344 in 1980. Settlements amounting to several thousand dollars in compensation were negotiated. Departments co-operated fully in accepting responsibility for upheld complaints which had resulted in financial hardship to complainants.

The following is a selection of cases investigated by the Directorate in 1981.

A complainant was appointed as a skilled tradesman on the condition that he pass a required medical examination. Initially, he was declared fit with limitations and duly appointed to the position in question. However he was later rejected on probation on the grounds that his medical condition was incompatible with the job performance requirements. The investigation indicated that the original decision to declare the complainant fit with limitations was based on inadequate and inaccurate information. New medical data allowed him to be declared medically fit. Accordingly, the department agreed to reappoint the complainant to the position from which he had been rejected and agreed to compensate him fully for the period between the date of his rejection on probation and the date of his reappointment.

After a serious illness, a public servant felt obliged to resign when his supervisor notified him that the department could not keep his position open because of a heavy workload. He complained that the department had failed to inform him about his entitlement to disability insurance and that as a result he had not applied for it. The department acknowledged its obligation to employees on sick leave who might be entitled to disability insurance. It also reinstated the complainant to an indeterminate position when medical evidence showed that he could return to work.



## Official Languages and Language Training

In February 1981, the Treasury Board of Canada announced several revisions to the Official Language Policy of the Public Service of Canada, which came into effect on 1 October of the same year. Their aims include:

- ensuring that a greater number of positions in which the incumbent must provide services in both official languages are staffed with candidates who meet the language requirements of these positions at the time of appointment; and
- increasing the efficiency and cost-effectiveness of the language training courses.

Accordingly, the Commission reviewed the policies and methods established for the staffing of bilingual positions, and the conditions governing access to language training at government expense, in order to fill more bilingual positions with candidates who meet the language requirements of these positions at the time of appointment and to ensure that language training would be given only to persons capable of becoming bilingual within the authorized time period.

### Appointments to Bilingual Positions

The linguistic qualifications of a candidate are considered on the same basis as any other required qualifications under the *Public Service Employment Act*. In identifying the linguistic status of a position as bilingual or unilingual, an aspect for which the Treasury Board is responsible, a manager has to decide if the position must be filled by a candidate who already meets the linguistic requirements of the position, or by one who will have to do so within a fixed period of time. In the first case, under the provisions of the Act, the future incumbent must satisfy all the requirements of the position, including those of language, before being appointed. The Parliamentary Resolution on Official Languages passed in 1973 ensures certain rights to unilingual public servants. Consequently, the Commission, in making an exception to the legislation, and to facilitate the eventual achievement of a bilingual Public Service, permitted unilingual persons to be appointed to bilingual positions if they agreed to take language training at the expense of the government. With the passage of time, the pool of bilingual public servants has continued to increase. The Commission is therefore re-establishing full observance of the Act. At the same time, it was necessary to take into account the constraints this re-establishment imposed on management. For example, as of October 1981, bilingual positions vacated by

unilingual incumbents who have occupied them for three years or more ought to be staffed by candidates who satisfy the linguistic requirements in full.

The Commission has also delegated its authority to decide how bilingual positions are to be staffed to deputy heads, but continues to monitor the way in which those powers are exercised. Deputy heads with this delegated authority are not only responsible for program delivery to their clients in both official languages, but also enjoy greater latitude in the planning and allocation of the resources necessary to ensure their provision.

In 1980, appointments of candidates to indeterminate positions where they have to meet the linguistic requirements of the position prior to their appointment represented 6,1 per cent of all appointments to such positions; in 1981, this proportion rose to 17,1 per cent. When appointments of candidates to term positions are added to these figures, these proportions rise to 26,0 and 36,9 per cent respectively.

### Amendments to the Exclusion Approval Order

Where the appointee does not have to meet the linguistic requirements of the position on appointment, the *Exclusion Approval Order on Official Languages* of 1977 has been amended in light of the new policy. The major reason for this revision was the regulation governing access to language training. Henceforth, unilingual public servants will continue to be able to apply and be appointed to bilingual positions even if they are unable to meet the language requirements at the time of appointment. Such appointments will, of course, be made on the condition that they agree to take language training which will allow them to satisfy the language requirements, and that they demonstrate to the Commission that they have the ability to attain the linguistic level of the position within a set period of time. If they fail to complete language training successfully, the established practice still applies: they will have to accept a transfer to a position for which they qualify in all respects. At the same time, the Commission will continue to exclude unilingual candidates from the obligation to become bilingual if they are 55 years of age or older, or on humanitarian grounds. The percentage of public servants excluded on these grounds decreased from 4,8 to 3,2 per cent in 1981.



The Exclusion Approval Order resulted in the appointment of 13 739 candidates, of whom 41,3 per cent were anglophones. Of this number, 25,3 per cent did not satisfy the language requirements of the position and were required to go on language training (see Table 6); of these, 2 221 were anglophones and 1 256 were francophones.

### Francophones in the Public Service

Over the course of 1981, the number of francophones rose from 52 798, to 56 044, representing 26,4 per cent of Public Service employees. In last year's Annual Report, the number of employees whose first official language was not specified was 17 091, or 6,4 per cent of the total strength of the Public Service. Efforts were made to reduce this number by integrating personnel data on first official language from a number of different data systems. This has resulted in a revised 1980 figure of 5 067 (2,4 per cent) employees whose first official language remained unspecified. Through the use of the same technique, the 1981 figure is 3 093, or 1,4 per cent of total strength. However it is not possible to ascertain whether this rate of growth is due to an increase in the number of francophone employees, or merely to the process by

which the statistics were obtained. Nevertheless, in view of the fact that an identical technique was used in both years, it might be assumed that the proportion of francophones in the Public Service is increasing. This is further evidenced by the fact that francophones received 27,3 per cent of the appointments in 1981, as compared to 24,4 per cent in 1980. The proportion of francophones appointed from outside the Public Service also increased, from 18,8 per cent to 22,2 per cent.

### Basic Language Training

The Commission has given, since 1964, basic language training at government expense to thousands of public servants. Language training has helped to establish a pool of bilingual public servants and to cushion the impact of the Official Language Policy on unilingual employees.

The objective of the recent changes in the Official Languages Policy as it affects language training is to make the latter more cost-effective, in view of the considerable number of resource persons and significant operating costs allocated to it. The courses now lay greater emphasis on the tasks and duties which define the bilingual nature of the position. Since 1980, lan-

guage training has attempted to meet the communication needs specific to the working environment of each public servant. Already, each training plan is, in part, tailored to individual communication needs: as early as 1982, these needs will be identified, through a questionnaire filled out by each prospective student, and incorporated into the individual's training plan.

The policy on access to basic language training has also been amended. All public servants must demonstrate the ability to succeed at language training within the given time if they are to undertake it at government expense; in each case, supervisors must attest that the financial resources expended on such training are justifiable and that public servants will in fact need to use their new skills when the return to their work environment.

If the language courses are offered by the departments themselves, or by outside training centres on their behalf, the departments will be able to establish their own means of assessing the candidate's abilities. However, to ensure that the assessment is applied consistently, all candidates will be required to follow the Commission

Table 6

### Employees in bilingual positions and whether they meet the linguistic requirements of their positions, 31 December 1981

Occupational Category	Linguistic Requirements						Total
	Meet		Do Not Meet				
			Not required to meet		Required to meet		
					No.	%	
Management (EX Group) <sup>a</sup>	183	64,0	24	8,4	79	27,6	286
Scientific and Professional	833	64,0	72	5,5	394	30,3	1 302
Administrative and Foreign Service	4 042	71,8	228	4,0	1 356	24,1	5 630
Technical	839	73,4	60	5,2	243	21,3	1 143
Administrative Support	3 600	71,1	139	2,7	1 309	25,9	5 060
Operational	200	63,7	18	5,7	95	30,3	314
<b>Total<sup>b</sup></b>	<b>9 700</b>	<b>70,6</b>	<b>541</b>	<b>3,9</b>	<b>3 477</b>	<b>25,3</b>	<b>13 739</b>

<sup>a</sup>Includes some SXs.

<sup>b</sup>In 21 cases the linguistic status of the appointee was not specified on appointment documents. Includes 4 employees whose positions have not been converted to one of the six occupational categories.

Note: Some employees are authorized by Exclusion Approval Order to occupy a bilingual position without meeting its linguistic requirements, although some employees may express the willingness to meet them. Aside from unilingual employees, this group consists of bilingual people whose proficiency is lower than the requirements of the position.

Source: Supply and Services Canada.



Guidance Process—both those who have been appointed to bilingual positions, and those who have chosen to attend the Commission's full-time language courses. Address mechanism is available to public servants who have been turned down for a bilingual position because of insufficient linguistic skills: they will have the option of a second evaluation interview, or of a complete review of their files.

Enrolment in continuous language training courses has decreased slightly from 3 380 in 1980 to 3 017 in 1981; 47 per cent was

in the officer categories, virtually the same as last year (see Table 7). Enrolment in courses other than continuous declined from 8 684 in 1980 to 7 775 in 1981 (see Table 8).

#### Advanced Language Training Program

In January 1982, the Advanced Language Training Program, authorized by the Treasury Board, will be implemented and operated by the Commission. A limited number of public servants will be able to register for the program each year.

The program has two objectives: to raise the linguistic proficiency of employees who are already bilingual, and to increase the pool of highly qualified bilingual employees within the Public Service. It is hoped that this will help the departments fulfil their official language responsibilities more effectively.

The essential characteristics of the program are:

- voluntary participation of interested parties;

Table 7

#### Enrolment in continuous English and French courses, 1981

Occupational Category	Enrolment								
	English Courses			French Courses			Total		Grand total
	Previous year <sup>a</sup>	Current year	Total	Previous year <sup>a</sup>	Current year	Total	Previous year <sup>a</sup>	Current year	
Management (EX Group) <sup>b</sup>	0	0	0	16	23	39	16	23	39
Scientific and Professional	5	54	59	84	162	246	89	216	305
Administrative and Foreign Service	42	58	100	242	501	743	284	559	843
Technical	27	44	71	71	90	161	98	134	232
Administrative Support	119	146	265	333	432	765	452	578	1 030
Operational	42	50	92	39	44	83	81	94	175
Other <sup>c</sup>	19	53	72	157	164	321	176	217	393
<b>Total</b>	<b>254</b>	<b>405</b>	<b>659</b>	<b>942</b>	<b>1 416</b>	<b>2 358</b>	<b>1 196</b>	<b>1 821</b>	<b>3 017</b>

<sup>a</sup> Includes only students who continue their training the following year.

<sup>b</sup> Includes some SXs.

<sup>c</sup> Includes students who are not under the *Public Service Employment Act*.

Table 8

#### Enrolment in English and French courses (other than continuous), 1981

Occupational Category	Enrolment								
	English courses			French courses			Total		Grand total
	Previous year <sup>a</sup>	Current year	Total	Previous year <sup>a</sup>	Current year	Total	Previous year <sup>a</sup>	Current year	
Management (EX Group) <sup>b</sup>	0	2	2	46	102	148	46	104	150
Scientific and Professional	44	57	101	576	562	1 138	620	619	1 239
Administrative and Foreign Service	74	138	212	713	816	1 529	787	954	1 741
Technical	48	91	139	251	186	437	299	277	576
Administrative Support	236	301	537	745	686	1 431	981	987	1 968
Operational	43	34	77	51	26	77	94	60	154
Other <sup>c</sup>	144	121	265	886	796	1 682	1 030	917	1 947
<b>Total</b>	<b>589</b>	<b>744</b>	<b>1 333</b>	<b>3 268</b>	<b>3 174</b>	<b>6 442</b>	<b>3 857</b>	<b>3 918</b>	<b>7 775</b>

<sup>a</sup> Includes only students who continue their training the following year.

<sup>b</sup> Includes some SXs.

<sup>c</sup> Includes students who are not under the *Public Service Employment Act*.

- commitment on the part of both the candidate and the department;
- classroom courses followed by assignments in a working environment where the second language is used predominantly;
- an individual training plan; and
- attainment of a greatly improved competence and fluency in the second language.

This program is to be considered as part of human resources and development planning rather than as a function of the staffing process.

### **Special Assistance**

In order to respond more adequately to departmental needs, the Commission has continued to provide special language training assistance. Two noteworthy examples of such assistance are the language courses designed for commerce officers at Industry, Trade and Commerce, and the language course developed for information officers at national parks and historic sites with Environment Canada.

### **Regional Program**

The Commission has revised its regional language training program to make its training activities more cost-effective: agencies not subject to the *Public Service Employment Act* have been given an opportunity to use the Commission's language training services. Courses already have been offered to employees of Air Canada, VIA Rail Canada and the Federal Business Development Bank. The revisions will allow the Commission to improve its service to such clients. It will thus be able to reach a larger number of public servants and offer them the same range of services as those offered in the National Capital Region. In addition, public servants in unilingual regions will be able to continue their language training through evening courses.

The Commission gives its courses in six regional centres or through contracts with post-secondary educational institutions. It also offers two immersion programs, in French and in English, called Resibec and Resifax, in Quebec City and Halifax respectively. These courses are currently experiencing a new surge in popularity.

## Training Public Servants

Over the past year, the Commission has continued to reorganize its staff training services to bring them in line with the Treasury Board staff training policy. Initiated in 1980, these changes are also improving the cost-effectiveness of these training services (funded largely by means of a revolving fund) and providing them at the lowest possible cost.

### Course Changes

As announced in last year's Annual Report, the Commission has largely eliminated personal development courses from its regular calendar offerings for the summer of 1981 so as to focus almost exclusively on job-related courses. At the same time, eliminated courses can be made available if there is sufficient demand for them.

A breakdown of the courses given by the Commission in 1981, by percentage and by topic, includes: Management Orientation, 2 per cent; Management Theory and Practice, 18 per cent; Electronic Data Processing, 11 per cent; Financial Management, 13.5 per cent; Material Management, 2.5 per cent; Personnel Management, 21 per cent; and Personal Development, 32 per cent. It should be noted that personal development courses will account for a very small proportion of next year's courses.

The Commission has combined its course analysis, design, teaching, evaluation and validation techniques into a single system. The design of the courses is based on an analysis of the work environment; courses which are to be retained have been redesigned on the basis of the skills to be acquired or upgraded and aimed at increasing employee productivity. They are prepared and given by specialists who use the guided workshop approach where possible; this technique draws on the specific expertise of each participant.

### Reorganization

The Commission has completed the restructuring of the Staff Development Branch which began in 1980. The Branch now includes a directorate whose sole concern is the development of executive and senior managers; it has all of the internal resources it requires to function efficiently. The training team is made up of executives under the direction of an experienced deputy minister.

The Commission has also brought together all of its training services intended for other public servants, from consulting

to course design and funding, into a second directorate serving the National Capital Region and the government's various other administrative regions.

A third unit has been established to develop and operate a program of certification for departmental training officers under the authority of the Treasury Board. In addition, a unit has undertaken the task of developing guidelines and mechanisms to be used in training audits.

Finally, under the framework of the integration of its activities, the Commission has established a course quality control section which is to be in operation by 1982. This section will determine whether training objectives have been met by conducting field audits; at present it only provides a description of the tasks for which training is to be given.

### Management Orientation Programs

Management orientation programs have become mandatory for all individuals who are members of the Management Category as well as those entering or changing groups within the Category. Incumbents converted to the Management Category will be phased through orientation at the rate of 10 per cent per year for each department.

The first such orientation program was conducted in November 1981, launching a series of programs aimed at the Management Category. The Commission expects more than 700 senior managers and executives to participate in these programs by next year.

These programs are still optional for middle managers and supervisors, however, and will remain so in 1982. They are conducted by the Commission or by the departments themselves. In the latter case, departments have been provided with copies of Commission programs and course information, which are to be used as models for the development of departmental training programs and courses.

### A Balanced Budget

Unlike previous years, the Commission succeeded in balancing its training and staff development budget. The reorganization of the Branch made it possible to realize economies of scale in terms of salaries, communications costs and office rentals. In addition, the Treasury Board of Canada now funds certain activities for which the Commission cannot recover costs in full, such as training audits and some of the design and teaching of

courses conducted in French. As a result of improved cost control, the Commission was not obliged to increase tuition fees in 1981/1982. However, the fees for courses to be conducted during 1982/1983 will rise, on average, by 11 per cent.

### Career Assignment Program

The Career Assignment Program (CAP) will continue to be an integrated developmental training program designed to assist middle managers who are judged to have the potential to enter the Management Category within a few years.

A survey of such programs in use throughout North America, conducted on behalf of the State of Pennsylvania (U.S.A.), indicated that CAP was the most comprehensive program of its kind. Since its inception in 1968, it has attracted 1 054 high-potential participants; of these, 830 have completed the program and enjoyed the benefits of 1 735 work assignments. Of those who have left CAP approximately 65 per cent have reached the Executive (EX) or Senior Manager (SM) level. CAP has

also made a contribution to the integration of under-represented groups: of the 336 francophones at the executive level in 1981, 56 were former CAP participants, as were 11 of the 68 women at this level. As of 31 December 1981, there were 225 participants in the program, 47 of whom were new 1981 entrants (see Figure 1).

### Administrative Trainee Program

The use of the Administrative Trainee (AT) Program as a recruitment and training tool by departmental managers rose dramatically in 1981. After one year of delegated staffing authority to departments for internal selection and appointment of ATs, the Program nearly doubled in scope: a total of 217 Administrative Trainees were appointed during the year, as compared to the 114 appointees in 1980. Of these, 161 were recruited on graduation from universities and 56 were chosen through departmental competitions. Sixty-seven were francophones and 114 were women; of these, 54 and 73, respectively, were recruited from outside the Public Service.

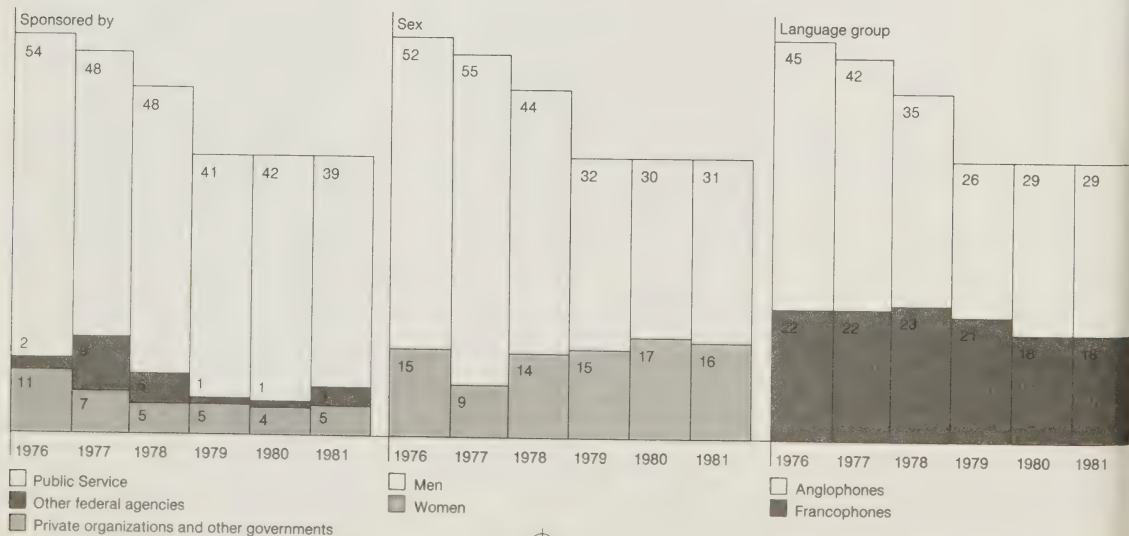
### Special Development Programs

During 1981, one candidate was registered at l'École nationale d'administration publique in Quebec City into a program leading to the degree of Master of Public Administration. In addition, under a *protocole d'entente* signed with the Quebec government in 1976 four federal government employees were exchanged with four provincial government employees. They will undertake work assignments ranging from 1 to 2 years in length with their respective hosts for the purpose of broadening their career experience.

A number of overseas students are in Canada on assignment. Three students from l'École nationale d'administration in Paris arrived to take up assignments lasting a total of three months with federal, provincial and municipal governments. Canada was also host to public servants from the United Kingdom under the auspices of the Canada-UK Exchange Program. All three were placed on assignment with federal government departments in Ottawa. Their assignments range from one to two years in length.

**Figure 1**

Participants in the Career Assignment Program from 1976 to 1981



Note: The data on language group are established on the basis of the first official language of the employee.



## Other Activities under the Act

### Delegation of Staffing Authority

In 1981, delegated staffing authority was extended to permit deputy heads to redeploy employees in the Management Category within their departments. This authority allows a deputy head the freedom to reassign staff according to the needs of the department. Deputy heads make appointments to positions at a higher or lower level; but they may not change the level of the employee. The Commission will continue to exercise authority over promotions and inter-departmental movement in the Management Category, as well as initial appointments and recruitment. This authority was extended to all deputy heads who had received delegation authority previously. In addition, certain other deputy heads whose departments had not previously received delegation powers (as listed in Table 9) were offered and accepted this redeployment authority.

Delegation of staffing authority to deputy heads for the senior levels in the Scientific and Professional, Administrative and Foreign Service and Technical Categories was judged desirable after the establishment of the Senior Management Group within the Management Category. Offers of delegation were extended to deputy heads who were able to meet the staffing resource and performance criteria for the additional authority. While most deputy heads found the proposed revision acceptable, a few chose to defer their decision until early 1982. The authority came into effect on 31 December 1981 for departments listed in Table 10.

Progress continued in the implementation of the new framework for delegation. Implementation is scheduled for each department which has previously accepted delegated staffing authority after a comprehensive Staffing Audit and Review and

a subsequent post-audit to evaluate the departmental response to Audit recommendations. The departments for which implementation was effected in 1981 are listed in Table 11.

The delegation instrument for the new framework is adapted to departmental circumstances. For example, some deputy heads need additional authority to cope with particular staffing difficulties. The instrument makes the delegation of such authority possible on a selective basis. The objectives of delegated staffing are specified in the instrument as commitments by the deputy head to take particular action on identified Commission concerns. These typically include measures to improve staffing management practices and to foster better employment opportunities for persons in under-represented groups.

The unique operational need of Correctional Service Canada (mentioned in the 1980 Annual Report as the Canadian Penitentiary Service), which warranted the delegation of additional authority to make certain appointments without competition in 1980, continued into 1981 and is expected to extend to 1983. Consequently, the Commission delegated the same authority for the additional period from 1 November 1981 to 31 October 1983.

Delegation arrangements for one department were temporarily suspended on 4 February 1981 after a Staffing Audit and Review. Subsequently, the department was able to carry out the necessary corrective measures to justify conditional reinstatement of delegation on 31 December 1981.

**Table 9**

### Delegation of staffing authority for redeployments in the Management Category during 1981

Canadian Human Rights Commission	Canadian Intergovernmental Conference Secretariat	Immigration Appeal Board	International Joint Commission
Office of the Commissioner for Federal Judicial Affairs	Office of the Commissioner of Official Languages	Ministry of State for Social Development	Restrictive Trade Practices Commission
Supreme Court	Tariff Board		

Note: Sub-section 6(1) of the *Public Service Employment Act* provides for delegation of staffing authority to deputy heads, subject to terms and conditions established by the Commission.



**Table 10****Delegation of staffing authority for senior levels as of 31 December 1981**

Agriculture Canada	Bureau of Pensions Advocates	Canadian Grain Commission	Canadian Pension Commission
Canadian Radio-television and Telecommunications Commission	Canadian Transport Commission	Communications	Consumer and Corporate Affairs
Correctional Service	Department of Finance	Department of Insurance	Department of Justice
Energy, Mines and Resources	Environment	External Affairs	Federal-Provincial Relations Office
Federal Court of Appeal	Indian and Northern Affairs	Labour	Ministry of State for Economic Development
National Defence (civilian)	National Energy Board	National Library	National Parole Board
Pension Review Board	Privy Council Office	Public Archives	Public Service Staff Relations Board
Public Works	Regional Economic Expansion	Revenue Canada Customs and Excise	Revenue Canada Taxation
Royal Canadian Mounted Police (civilian)	Secretary to the Governor General	Science and Technology	Secretary of State
Solicitor General	Statistics Canada	Supply and Services (Services)	Supply and Services (Supply)
Transport	Treasury Board of Canada, Secretariat	Treasury Board of Canada, Comptroller General	Veterans Affairs
War Veterans Allowance Board			

Note: Sub-section 6(4) of the *Public Service Employment Act* provides authority for the Commission to revise or rescind and reinstate the authority delegated to deputy heads in accordance with Sub-section 6(1) of the Act.

**Table 11****Delegation under the new framework**

Minister of State for Economic Development 1981-02-01	Canadian Pension Commission 1981-07-15	Department of Insurance 1981-09-01	Federal-Provincial Relations Office 1981-12-15
Royal Canadian Mounted Police 1981-04-01 —Additional authority delegated for certain appointments without competition 1981-07-27	Pension Review Board 1981-07-15	Public Service Commission of Canada 1981-09-01	Privy Council Office 1981-12-15
	War Veterans Allowance Board 1981-07-15	Canadian Radio-television and Telecommunications Commission 1981-10-01	Solicitor General 1981-12-31
	Fisheries and Oceans 1981-07-27 —Additional authority delegated for the Technical and Operational Categories 1981-07-27	Statistics Canada 1981-10-01	
National Parole Board 1981-06-02			

Note: Sub-section 6(1) of the *Public Service Employment Act* provides for delegation of staffing authority to deputy heads subject to terms and conditions established by the Commission.

**Exclusions from the *Public Service Employment Act*****Group Exclusions**

Section 39 of the *Public Service Employment Act* authorizes the Commission to exclude from the provisions of the Act an position, individual or class of positions individuals, if the Commission deems this to be in the best interests of the Public Service. Any decision of this type, as well as revocations must be approved by the Governor in Council. The following exclusions were made in 1981 in accordance with the provisions of Section 39:

- Order-in-Council No. 1203, effective 7 May 1981

The Commission excluded individuals appointed from within the Public Service by closed competition or without competition to positions in the Executive Group from Section 10 (merit) and Section 21 (appeals), except where the appointment had been made at the first level of the Executive Group and the appointee had not been previously appointed to the Executive Group or the Executive Category as it existed prior to the issue of this order.

The positions to which they were appointed were excluded from the provisions of Sub-sections 29(3), 30(1) and (2), and 37(3) and (4) of the *Public Service Employment Act* (priority appointments).

- Order-in-Council No. 1306, effective 21 May 1981

Thirty individuals who had been appointed for a specified period and who had had five years of continuous employment were excluded from the provisions of Paragraph 21(b) (appeals) and appointed without competition to indeterminate positions in the same category, group and level. The positions to which they were appointed were excluded from the provisions of Sub-sections 29(3), 30(1) and (2), and 37(3) and (4) of the Act (priority appointments).

- Order-in-Council No. 2648, effective 24 September 1981

The Commission excluded 40 positions in the Correctional Group, Operational Category, Canadian Penitentiary Service, Ministry of the Solicitor General, for a period of two years, from the requirement of Sub-section 12(2) (discrimination) under a special program designed to explore the feasibility of women being employed as correctional officers at institutions for male inmates.

- Order-in-Council No. 2716, effective 30 September 1981  
The Commission excluded certain individuals qualified in the knowledge and use of only one of the official languages who were appointed to positions requiring the knowledge and use of both official languages from the requirements of Section 10 (merit) and Section 20 (linguistic qualifications).

*Order-in-Council No. 2716* also revoked the *Official Languages Appointment Regulations* and the *Official Languages Exclusion Approval Order* (see *Consolidated Regulations of Canada*, Chapters 1348 and 1349).

- Order-in-Council No. 2969, effective 22 October 1981  
The *Correctional Group Employees Exclusion Approval Order No. 1368* of 22 May 1980 was extended to 31 October 1983. Under this Order-in-Council, incumbents employed in medium-security institutions in the Custodial Officer Sub-group, Correctional Group, were excluded from the requirements of Paragraph 21(b) of the *Public Service Employment Act* (appeal rights). They were appointed without competition to positions in maximum-security institutions at one level above the position each had previously occupied. Incumbents of the same sub-group in maximum-security institutions were also excluded from the provision of Paragraph 21(b) of the *Public Service Employment Act*; they were appointed without competition to positions one level below the position each had previously occupied at medium-security institutions.

- Order-in-Council No. 3427, effective 3 December 1981  
The Commission excluded certain positions in Indian and Northern Affairs Canada from the requirement of Sub-section 12(2) (discrimination), under a special program designed to facilitate the appointment of indigenous individuals and reduce the disadvantages suffered by them in seeking employment within the Public Service.

#### Personal Exclusions

In addition to the foregoing exclusions, 15 individuals were excluded from the provisions of the *Act* on their appointment to Public Service positions for a period specified in the *Exclusion Approval Order* (see Table 12). An Exclusion Approval

**Table 12**

#### Persons excluded from the *Public Service Employment Act*

Order-in-Council Number	Duration (Year, month, day)	Name	Title
81	1981-01-25/1982-01-25	René Chartier	Press Secretary to the Governor General
548	1981-02-26/1982-02-26	Bernard Drabble	Associate Deputy Minister of Finance
775	1981-03-19/1982-03-23	Gordon Smith	Associate Secretary to the Cabinet
777	1981-03-25/1982-03-25	de Montigny Marchand	Associate Under Secretary of State for External Affairs
952	1981-04-02/1982-04-01	Thomas McLeod	Special Adviser to the Minister of Finance
1021	1981-04-15/Until the <i>Canada Post Corporation Act</i> came into effect	Michael Warren	Special Adviser to the Postmaster General
1153	1981-04-23/1982-04-01	Bernard Ostry	Special Adviser, Culture and Communications Technology, to the Deputy Minister of Communications
1597	1981-05-01/1982-05-01	Patrick Reid	Commissioner General, <i>Transpo '86</i> , Vancouver, B.C.
1817	1981-07-02/1982-07-02	Louis Applebaum	Co-Chairman of the Federal Cultural Policy Review Committee
1819	1981-07-02/1982-07-02	Jacques Hébert	Co-Chairman of the Federal Cultural Policy Review Committee
2006	1981-07-16/1982-07-15	H.B. Robinson	Special Adviser to the Under Secretary of State for External Affairs
2842	1981-10-05/1982-10-05	H.B. Robinson	Head of the Management Category Orientation and Training Programs of the Public Service Commission
2329	1981-08-19/1982-08-19	F.E. Gibson	Head of Transitional Measures Planning Group for the Establishment of a Security and Intelligence Agency
2488	1981-08-07/1982-08-07	Paul Labbé	Director of the Canadian Industrial Renewal Board
3105	1981-10-16/1982-10-16	James C. Corkery	Adviser to the Privy Council Office
3395	1981-11-01/1982-11-01	Pamela McDougall	Special Adviser to the Privy Council Office

Order is revoked automatically after the individual's appointment to another position, whether it is under the purview of the Act or not.

### Leave of Absence for Political Candidacy

Under Section 32 of the *Public Service Employment Act*, a public servant seeking to be a candidate in a federal, provincial or territorial election must apply to the Commission for a leave of absence without pay. The Commission may grant the leave if, after consultation with the deputy head, it is convinced that "the usefulness to the Public Service of the employee in the position he then occupies would not be impaired by reason of his having been a candidate for election."

In 1981, the Commission received nine requests for leave under Section 32 of the Act, all from prospective candidates in provincial or territorial elections. With one exception, all requests were granted (see Table 13).

**Table 13**

#### Leaves of absence granted

Correctional Service	1
Department of Finance	1
Employment and Immigration	1
Health and Welfare	2
National Defence	1
Public Works	1
Statistics	1

- under Section 21, where an appeal has been allowed against an appointment; and
- under Section 41, where it is proven upon inquiry that a person has been involved in a fraudulent practice.

In 1981, nine appointments were revoked by the Commission. Six of them were revoked under the provisions of Section 6; five of these were appointments from outside the Public Service. Three appointments made through closed competitions were revoked under Section 21. No appointments were revoked under Section 41.

### Revocation of Appointments

The *Public Service Employment Act* provides for the revocation of appointments under three different circumstances:

- under Section 6, where an appointment was made under delegated authority and the Commission is of the opinion that the person appointed does not possess the necessary qualifications to perform the duties of the position, or where the appointment was made in contravention of the terms and conditions of delegation; when an appointment is made from within the Public Service, it may be revoked only by the Commission upon the recommendation of a board of enquiry;

## Internal Management

The budget of the Commission for 1981/1982 (see Figures 2, 3 and 4) totalled 97,2 million dollars and 2 593 person-years, as compared to 87,3 million dollars and 2 722 person-years in 1980/1981. The decrease of 129 person-years is mainly due to a reduction in the operation of the Staff Development Branch Revolving Fund and person-years devoted to official language activities. The increase of 9,9 million dollars in the budget expenditures consists of general price increases (9,0 million dollars) plus the costs associated with the reorganization of the Staff Development Branch (4,3 million dollars), minus a general reduction applied to all departments (3,4 million dollars).

### Management Practices and Processes

The Commission has continued its efforts to improve internal management practices and controls to reflect the current emphasis on the quality of management in the Public Service. Thus 1981 saw the development and initial implementation of two of the control phases in its Integrated Management Process, a total management cycle spanning a full range of activities—from the development of long-range strategies to evaluations of program effectiveness. Improvements of Commission strategy in 1980 have already resulted in better definition of the roles and responsibilities within each Branch.

The resource allocation exercise was conducted through the use of a modified zero-base budgeting approach with only minor changes to process and format. Branch Operational Plans were developed on the basis of the approved resource requests, which in turn were used to monitor and control all Commission operations.

The Commission is participating as a pilot department in the "Reform of the Estimates" project. It will have its 1982/1983 Main Estimates tabled under the old format, but it will also submit an annual *Expenditure Plan*, which will in future years become the new Estimates format. Commission management processes are also being reviewed as part of a Treasury Board (Office of the Comptroller General) program aimed at Improving Management Practices And Controls (IMPAC) in federal government departments.

### Reorganization

During the fall of 1981, the Commission began the integration of the Senior Management Directorate into the Senior Executive Programs Branch. This will have

the effect of establishing one Branch responsible for policy development and program delivery for all aspects of Commission responsibilities as they relate to the Management Category. The new Branch will be known as the Management Category Programs Branch. This integration will be formalized early in 1982 and will include the Interchange and International Assignment Programs as well as the Career Assignment Program. The result should be a clearer and more cohesive focus for the delivery of all Commission services pertaining to the Management Category.

### Equal Opportunity

The Commission has integrated its equal opportunity programs within the framework of a human resource planning program. Under-represented groups have been given opportunities to acquire experience in management through temporary assignments or appointments to managerial positions. Four individuals from under-represented groups were appointed to middle and senior management positions at the Commission.

Action has also been taken to ensure that positions within the Commission are open to disabled people. Disabled employees at the Commission now include receptionists, staffing officers, word processing operators and others. Specialized equipment has been provided, where necessary, to help them carry out their duties: for example, a visual aid (VISUOR) has been installed at the Commission and connected to the telephone network to provide telephone access to all regions for those who cannot communicate verbally. Modifications to Commission buildings have improved access for the disabled: washrooms have been adapted, access ramps built, steps eliminated and elevators modified.

### Staff Relations

In 1981, the Commission continued its efforts to improve its relationship with the bargaining agents. The internal consultation committee continued its work and was satisfied with the progress of the experimental project to establish consultative committees made up of employer and employee representatives within each of the Branches.

Consultations were held on a number of topics, including the respective mandates of the various consultative committees, the conditions governing educational leave for



employees of the Language Training (LAT) sub-group, performance evaluation, occupational health and security concerns, the rapport between management and the bargaining agents, and the internal reorganization of the Commission.

### Public Affairs

The Commission established a framework for its activities in public affairs and communications and developed new policies on publishing and media relations. A series of seminars are planned for early 1982 to acquaint managers with the provisions of these policies.

A well-received initiative of the Commission was the production of Braille and audio-cassette packages for the booklet series *Careers Public Service Canada*, which are to be used in the post-secondary recruitment campaign and for the program of services to disabled people. As part of this initiative, Chapter 3 of this Report, *Employing Disabled People*, has also been made available in Braille and on audio cassette.

### A Common Personnel Data Pool

The Commission and the Treasury Board have been working together with Supply and Services Canada since 1979 to improve Public Service personnel information systems. The objective of the central agencies has been twofold: to improve personnel data quality and to alleviate the paper burden on departments by eliminating duplicate reporting.

The first two years were taken up with exploring means of reducing departmental paper burden and co-ordinating the development of the Management Category data banks, while 1981 saw the implementation of a number of tangible measures: the Report on Staffing Transaction (ROST) replaced the Staffing Action Form; the reporting of separations to the Commission was terminated (the information is now derived from Supply and Services Canada Pay System data); the requirement for departments to send copies on senior staff to the Treasury Board in addition to those sent to the Commission was ended; and the Management Resources Information System (MRIS) was implemented in tandem with the Senior Personnel Information System (SPIS) of the Treasury Board. In addition, as a result of the revisions to the Official Languages Policy, the Commission began adapting its language training computer system to the

new language training computer module at the Treasury Board, and undertook to share the data gathered prior to, during and after language training.

Concurrently, consultations between the two central agencies led to a joint recommendation for the establishment of an administrative body within the Advisory Bureau for Computing, Supply and Services Canada, which is to carry on the following responsibilities on their behalf:

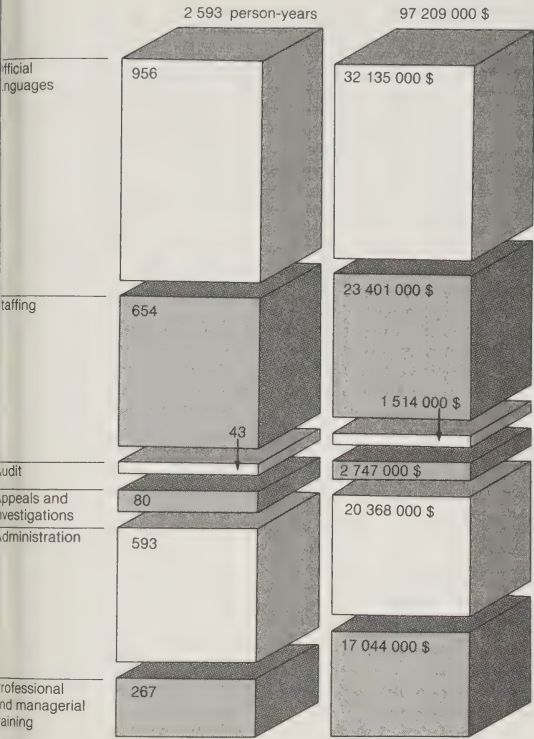
- the development and operation of a Service-wide common personnel data pool;
- the management of data holdings and collection methods; and
- the co-ordination of short and long-term personnel data systems planning, with special attention to the cost-effectiveness of these systems. It is expected that the new body will commence operations in 1982 and be fully operational in 1983.

### Internal Audit

The Treasury Board (Office of the Comptroller General) is issuing new standards for the internal audit activities in the federal government. Over the course of 1981, the Commission reviewed its internal audit function in light of the drafts of these standards and revised its policies and practices accordingly. Major changes which should strengthen the function in succeeding years have been approved. The scope of coverage has been expanded to include personnel management and administrative policies. An audit support group is being established to conduct follow-up audit activities, provide audit research and development capabilities, and establish appropriate information mechanisms to ensure that the Audit Committee is aware of the status of action plans resulting from audit reports. Proposals for improvements to the audit planning, report production process and post-audit activities have also been developed. The long-term audit cycle has been extended from a three-year to a five-year program. This extension allows broader coverage and additional activities, while holding resource requirements to 1980 levels.

The 1980 audit of the Staffing Branch continued into 1981. The audits of all of the regional offices as well as seven National Capital Region offices have now been completed. An overview of the major staffing programs and support activities will be completed early in 1982.

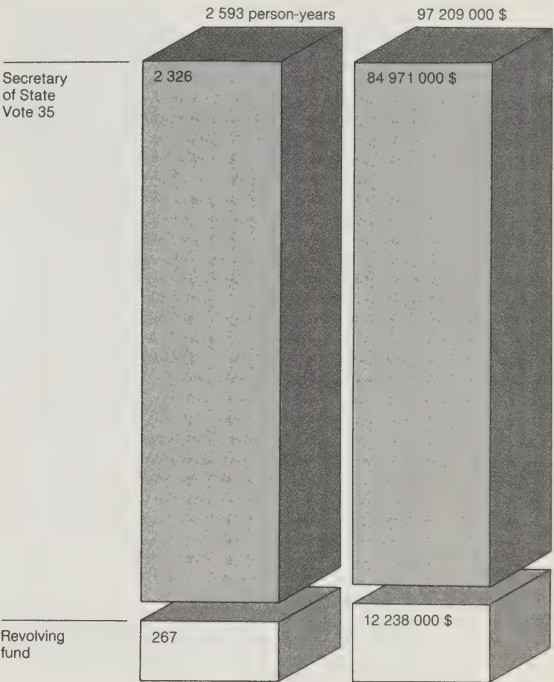
**Figure 2**  
 Person-years and funds of the Public Service Commission  
 by major activity



Note : Funds allocated to professional and managerial training include a subsidy of 4 806 000 \$ for the Revolving Fund.

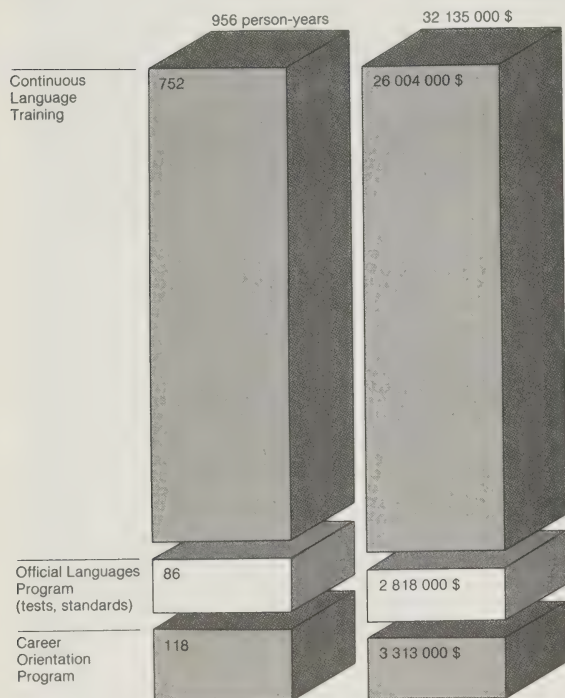
A revolving fund is an authorization to draw money from the Consolidated Revenue Fund as working capital for prescribed purposes. The money drawn should not exceed a certain amount at any one time and may be expended on a continuing basis. The fund is maintained through returns on expenditures.

**Figure 3**  
 Source of person-years and funds  
 of the Public Service Commission



Note : The total for Secretary of State, Vote 35 includes Supplementary Estimates of 5 18 000 \$ and a subsidy of 4 806 000 \$ for the Revolving Fund.

**Figure 4**  
 Person-years and funds of the Public Service Commission  
 for official language activities



Note : From 1 April to 30 November 1981,  
 18 person-years were transferred to other  
 departments under the Career Orientation  
 Program.

## Explanatory Notes

### Population Coverage

This section of the Annual Report provides detailed statistical information on federal government employees under the jurisdiction of the *Public Service Employment Act*. The data on these public servants are broken down by type of employment, department, location, sex, language group, salary group, age group, occupational group and category; data on appointments, separations, appeals, professional and managerial training and language training are also included.

The Public Service, as defined herein, does not include employees appointed under the *Public Service Employment Act* for a specified period of less than six months, personnel appointed by Order-in-Council, such as deputy heads, ministerial staff, members of the Royal Canadian Mounted Police (RCMP) and the Canadian Armed Forces, or employees of Crown corporations such as Air Canada and certain federal agencies such as the National Research Council Canada. However, it does include civilian employees working for both National Defence and the RCMP. Total federal employment for 1981 is 590 319; Public Service employees, as defined in this Annual Report, make up less than half of this total.

Various acts and regulations delineate different federal government employee populations. For example, each of the following Acts sets out different but overlapping populations:

- Schedule 1, Part 1 and 2 of the *Public Service Staff Relations Act*;
- the *Financial Administration Act*;
- the *Public Service Employment Act*;
- the *Public Service Superannuation Act* and other superannuation Acts; and
- the *Official Languages Act*.

The employee population data in this Report are published in accordance with the qualifications of the population coverage as stated in Sub-chapter 45-2 of the *Personnel Management Manual* and the corresponding system users' manual or documentation.

Population differences between the Public Service Commission, the Treasury Board of Canada and Supply and Services Canada can be attributed to timing and population definition (for example the Commission includes employees on leave without pay).

Comparisons between the data in this publication and others such as those of Statistics Canada and the Treasury Board should be made with caution, as the populations on which they are based may be different.

### Population Changes

The Public Service population, subject to the *Public Service Employment Act*, changes from year to year as a result of the inclusion or exclusion of commissions and agencies and of particular types or groups of employees.

#### Canada Post

In October 1981, the Post Office became the Canada Post Corporation which will not be subject to the *Public Service Employment Act*. This action removed some 60 000 employees from the Public Service population: these employees have therefore been excluded from all statistical tables in this year's Annual Report. In order that data for the two years be comparable, all of the 1980 figures have been revised to exclude data on Post Office employees, appointments and separations.

#### Management Category

In addition, changes in appointments and population definitions in 1981 as they pertain to the Management Category have produced variations in appointment and population data. These variations should be taken into account when the revised data for 1980 are compared to those for 1981. Population data for the Management Category have also changed as a result of the conversion of the Senior Executive (SX) and Senior Executive equivalent to the Executive (EX) group. The Senior Management (SM) group conversion is still underway: because of this, no data are yet available on this group. The population data for each of these groups will continue to change until the conversion process has been completed.

#### Appointment Changes

As a result of the implementation of Report on Staffing Transactions, (ROST), it was necessary to use identification criteria different from those used in 1980 to obtain data on type of appointment, employee mobility, selection process and linguistic status of position. Although the 1980 data have been revised in accordance with the 1981 identification criteria for purposes of comparability, statistical



variations observed may nevertheless be partly due to the use of these identification criteria.

Appointment statistics shown in the 1981 Annual Report for 1980 and 1981 exclude appointments made to and within the Canada Post Corporation.

Acting appointments, which range from about 11 000 in 1980 to 12 000 in 1981, and were formerly part of the promotions total, have been excluded from the sum total of all appointments and promotions—in 1981 as well as from the revised 1980 data. It was felt that this method of reporting was presenting an inaccurate picture of the number of true promotions in the Public Service.

The number of intra-departmental lateral transfers will have been affected by the decision to no longer consider most of these transfers as appointments, as specified in Chapter 6; this definition has been applied to 1980 data as well.

The number of appointments to the Public Service in 1981, plus the number of employees in 1980, minus the separations that occurred in 1981, does not equal the 1981 population figure. This is because over the last four years (including 1981), there have been from 10 000 to 15 000 initial appointments to the Public Service for terms of less than six months that were not recorded for practical administrative reasons. However, if these employees are re-appointed and pass the initial six-month period, they are considered to have been appointed from within the Public Service.

#### Source of Data

Each year, new efforts are made to monitor the appointment data provided by departments. In 1981, new data systems were implemented to monitor areas where information was required; and statistics were compiled from a combination of sources.

#### Population and Appointment

Population statistics are based primarily on the payroll and superannuation records of Supply and Services Canada as of 31 December 1981. Population data on the Management Category are based on data contained in the Commission's Management Resource Information System (MRIS). In general, appointments, lay-offs, appeals and training data are based on Commission records but are published

only if documentation has been processed during the year.

#### Language Group

The definition of language group varies according to source of data. The first official language of employees is obtained by supplementing the payroll and superannuation records of Supply and Services Canada with the data from Official Languages Information System (OLIS) of the Treasury Board. Language data for employees in the Management Category are based on Commission records.

As of January 1981, data on appointments by language group for all other employees are established according to the employee's first official language. In 1981, the appointment documents of 525 employees did not specify their first official language.

Separation data are systematically established according to the employee's first official language and are obtained from OLIS and (if unavailable) the Commission's Appointment Information Management System (AIMS).

All calculations and percentages in the tables pertaining to language groups are based on the known population rather than on the actual total.

To decrease the number of first official language unknowns in population and separation statistics, data were obtained from a number of sources: OLIS, the Personnel Oriented Database (PODB) and AIMS. This exercise has helped reduce the unknowns from approximately 16 000 to about 3 000. This procedure was also applied retroactively to the 1980 population file.

#### Separations

During 1980 the Commission conducted a study to determine whether it was feasible to eliminate its Separation Document and compile separation data from the Incumbent System of Supply and Services Canada. The study indicated that the Commission's needs could be met through this system; accordingly, a recommendation to eliminate the Separation Document was accepted.

In 1981, information on separations began to be obtained from the Incumbent System. The separation information is virtually identical to that provided by the

previous system, with the exception that there are only five reasons for resignation instead of the previous twenty. Separation statistics shown in the 1980 Annual Report have been revised so as to provide comparability with 1981 data.

#### Data Systems

##### *The Incumbent System*

The Supply and Services Canada Incumbent System was designed to provide personnel information and data on Public Service employees. For the Treasury Board and other central agencies, the information may be obtained on a Service-wide basis, and includes all departments under their jurisdiction.

The Incumbent System is used to derive information from human resources planning, mobility studies, population statistics and other areas of personnel management and research. It was developed to replace the Master Output Support (MOS) system as the primary source of information on government employees.

The MOS system was a monthly file composed of extracts from other information systems, primarily the Pay System. It had certain shortcomings: limited editing capabilities, no capacity for error recycling, and an inability to produce reports as required for certain applications. The new system was developed to meet these requirements and put in service early in 1980.

##### *Management Resources Information System*

In July 1981, the Management Resources Information System (MRIS) was implemented by the Public Service Commission. Developed and designed in close co-operation with selected departments and the Treasury Board, MRIS will play a major role in the personnel management and administration of the Management Category. MRIS replaces Data STREAM and the Senior Executive Information System (SXIS). It maintains information, both computerized and hard copy, on approximately 25 000 employees of the Public Service of Canada, who hold senior-level positions; in the near future it will also compile data on applicants for such positions from outside the Public Service. At present, data are collected from 13 different sources, including the employee, management, and other Public Service systems such as the Senior Personnel Information System of the Treasury Board.

## Appointment Information Management System

The source of data for all Annual Report Appointment tables is the Appointment Information Management System (AIMS) database which stores data supplied by departments on Report on Staffing Transaction (ROST) forms.

The Public Service Commission has replaced the Staffing Action Form, introduced in 1975, with the Report on Staffing Transaction (ROST). The ROST was introduced on January 1, 1981, together with its related computer system, the Appointment Information Management System (AIMS). The major benefits to be derived from the new system are: a simplified form for completion by departments, accuracy of data, timeliness of data entry, on-line access to data, cross-checks with data collected previously and flexibility to accommodate future upgrades.

## Central Priorities Statistical Record

This system was established in late 1978 to provide a more reliable source of statistics on statutory and administrative priorities. A statutory priority is an entitlement to consideration for appointment before others which is stipulated by legislation and includes individuals such as those returning from leave of absence and those who have been laid off. An administrative priority is a similar entitlement to consideration for appointment based on Public Service Commission policy. This includes persons such as those notified of surplus status or who were unsuccessful in their language training. Since 1979, data on separations resulting from lay-offs are obtained from this system rather than from separation documents.

## Staffing Glossary

### General

• Appointments to the Public Service  
Appointments that are made from the general public or from a government agency that is not under the purview of the *Public Service Employment Act*.

• Appointments within the Public Service  
Intra-departmental or inter-departmental appointments made in departments and agencies under the purview of *Public Service Employment Act*.

### Employee Mobility

The movement of an employee, either between or within departments, with a change of occupational group or sub-group; or when a move takes place as a

result of a change in the type of employment, e.g., from specified term to indeterminate.

### Types of Appointments

#### • Promotion

An appointment where either the occupational group and sub-group of an employee do not change but there is an increase in an employee's level; or the group or sub-group of the employee changes, and the Report on Staffing Transaction (ROST) shows an increase of at least one dollar in the maximum annual rate of pay.

#### • Lateral Transfer

An appointment such that either the occupational group, sub-group and level of the employee do not change; or the group or sub-group of an employee changes and the Report on Staffing Transaction (ROST) shows neither an increase nor a decrease of at least one dollar in the maximum annual rate of pay.

#### • Downward Transfer

An appointment in which either the occupational group and sub-group of an employee do not change and there is a decrease in level; or the group or sub-group of an employee changes and the Report on Staffing Transaction (ROST) shows a decrease of at least one dollar in the maximum annual rate of pay.

#### • Demotion

An appointment in which an employee is moved to a position at a lower maximum rate of pay for reasons of incompetence or incapacity as a result of a departmental recommendation pursuant to Section 31 of the *Public Service Employment Act*.

#### • Re-appointment for an Additional Term

An appointment in which the occupational group, sub-group and level of a specified period employee do not change; the new appointment is for a specified period; and the total time under the specified period of employment amounts to six months or more in the same position.

#### • Reclassification

An appointment which follows a re-evaluation of a position, with the result that there is a change in the level, occupational group, sub-group or category in which the position was initially classified.

### Types of Employment

#### • Indeterminate

Part-time or full-time employment the duration of which is not fixed.

#### • Specified Period

Part-time or full-time employment for a pre-determined period of time (a term employee).

#### • Part-time (under the *Public Service Employment Act*)

The employment of an individual who is ordinarily required to work more than one-third of the normal daily or weekly hours for persons doing similar work (effective 1 January 1981).

#### • Part-time (Excluded from the *Public Service Employment Act*)

The employment of an individual who is ordinarily not required to work more than one-third of the normal scheduled daily or weekly hours of work established for persons doing similar work (effective 1 January 1981).

#### • Full-time

The employment of an individual ordinarily required to work the normal hours of work per week prescribed by the relevant collective bargaining agreement, or where one is not applicable, by the employer.

#### • Seasonal

The employment of an individual, on an indeterminate or determinate basis, to work only during certain parts of the year.

### Types of Selection Processes

#### • Selection with Competition

A selection process in which either a competition poster or inventory is used to identify candidates.

#### • Selection without Competition

A selection process which may involve a reclassification, lateral transfer, downward transfer, promotion or priority appointment.

#### • Open Competition

A selection process open to individuals employed in the Public Service as well as those outside it.

#### • Closed Competition

A selection process limited to persons employed in the Public Service. Prospective candidates are invited to apply for

positions advertised by poster or are identified from an inventory of eligible employees.

#### *Appeals and the Selection Process*

- **Appealable Selection Processes**  
Under Section 21 of the *Public Service Employment Act*, certain selection processes which are subject to appeal.

- **Appealed Selection Processes**

Appealable selection processes against which at least one appeal has been lodged.

- **Disposition of Appeals**

The course of action followed after an appeal against a selection process has been lodged. An appeal may be allowed or not allowed; among the appeals not allowed are those which were dismissed or otherwise disposed of by an appeal board with or without an oral hearing, either because the appellant withdrew the appeal or had no right to appeal.

#### *Official Languages and Staffing*

- **Linguistic Status of Position**

The linguistic requirements of the position, which can be bilingual, English essential, French essential, or English or French essential.

- **Linguistic Status of Incumbent**

The status of an employee in relation to the linguistic requirements of a bilingual position: recorded as Met, Must Meet or Not Required to Meet.

- **Bilingual Position (Linguistic Requirement Observed)**

A position whose linguistic requirements must be met by the candidate prior to appointment.

- **Bilingual Position (Linguistic Requirement Deferred)**

A position to which candidates who have not met its linguistic requirements may be appointed, provided they — have satisfied the Public Service Commission that they have the ability to succeed in language training; — agree in writing to meet the language requirements of the position within the exemption time, or, if they cannot do so, to accept a transfer to a position for which they are fully qualified; and — are eligible for language training at public expense.

- **Bilingual Position (Linguistic Requirement Suspended)**

A position whose linguistic requirements are suspended for candidates — 55 years of age or over; or — on humanitarian grounds.

- **Linguistic Profile**

A sequence of letters representing the levels of linguistic proficiency required in four abilities: reading, writing, understanding and speaking. The first four letters of the sequence represent English language requirements, while the second four represent those for French.

#### *Separations*

- **Separation**

The termination of an individual's employment in that part of the Public Service to which the Commission has the exclusive right and authority to appoint individuals.

- **Release for Incompetence or Incapacity**

The termination of an individual's employment, pursuant to Sub-section 31(1) of the *Public Service Employment Act*, "where an employee, in the opinion of the deputy head, is incompetent in performing the duties of the position he or she occupies or is incapable of performing these duties." This may be recommended by the deputy head to the Public Service Commission; such a recommendation may be appealed by the employee to a board established by the Public Service Commission.

- **Lay-off**

The termination of an individual's employment, pursuant to Sub-section 29(1) of the *Public Service Employment Act*, "where an employee's services are no longer required because of lack of work or discontinuance of a function." Under these conditions, the deputy head, in accordance with Public Service Commission regulations, may lay off the employee. This decision is not subject to appeal.

#### **Glossary of Terms on the Management Category**

##### *General*

- **Management Category**

An occupational category made up of two groups, which encompass senior personnel having responsibility for policy development; program formulation and delivery; the design and operation of management machinery; and management of personnel, finances and public affairs.

- **Executive (EX) Group**

The senior group in the Management Category is designated as the Executive (EX) Group. It consists of five levels up to and including most assistant deputy ministers.

- **Senior Management (SM) Group**  
The group immediately below the Executive group in the Management Category is the Senior Management (SM) Group; it consists of one level.

- **Executive**

Member of the Executive (EX) Group of the Management Category.

- **Senior Manager**

Member of the Senior Management (SM) Group of the Management Category.

#### *Types of Appointments*

- **Promotion**

An appointment where either the occupational group of an employee does not change and there is an increase in level; or the group of the employee changes and the maximum of the new salary range is higher than the maximum of the employee's former salary range.

- **Redeployment**

Inter or intra-departmental movement within the Management Category in which the occupational group and level of an employee do not change.

- **Demotion**

An appointment where either the occupational group of an employee does not change and there is a decrease in level; or the group of the employee changes and the maximum of the new salary range is lower than the maximum of the employee's former salary range.

- **Intra-departmental Mobility**

The movement of an employee within a department as a result of a promotion, a redeployment or a demotion.

- **Inter-departmental Mobility**

The movement of an employee between departments as a result of a promotion, a redeployment or a demotion.



## Canada Post

One of the more significant occurrences of the year was the reconstitution of Canada Post into the Canada Post Corporation, which will not be subject to the *Public Service Employment Act*. This action removed some 60 000 employees from the jurisdiction of the Act, but at the same time provided for a number of transitional measures under which former public servants in the new Corporation are afforded protection of rights already acquired under the Act. These measures include matters such as a three-year continuing eligibility to enter competitions for positions in the Public Service, and to enjoy notification and appeal rights on the same basis as they have enjoyed in the past; in addition, those on probation under the Act will retain their entitlement to consideration for appointment in the Public Service if they are rejected by the new Corporation during their probation period. Similarly, the provisions of the Act concerning employees who have been laid off will be available to these former public servants in the event they are laid off by the Corporation within three years of their appointment or transfer to the Corporation. The provisions of the Act concerning leave of absence also apply. Finally, transitional provisions for competitions and appeals in process are also included.

As of 30 September 1981 (the last month before Canada Post became a separate employer), the proportions of men and women employed at the old department were 71 and 29 per cent respectively. Of these, 86.5 per cent were full-time, while 13.5 per cent were part-time employees; ninety-eight per cent of them were appointed for an indeterminate period.

During the first nine months of 1981, there were Canada Post employees in all of the occupational categories and in 29 occupational groups. Approximately 5 per cent of all employees were in the officer categories, with another 5 per cent in the Administrative Support Category. Over 90 per cent of all employees were in the Operational Category. The most populous of the 29 occupational groups were the Postal Operations Group and the Revenue Postal Operations, Subgroup B: these two, together with the Clerical and Regulatory Group accounted for 92 per cent of the Canada Post employee population. Francophones made up 29 per cent of the combined anglophone and francophone population at the department. However, data on the first official language was not available for over 6 per cent of employees.

The representation of women in the officer categories stood at 10 per cent, in the Administrative Support Category at 82 per cent, while in the Operational Category it was 27 per cent.

There were 11 243 appointments to or within Canada Post during the period under review; almost all of these were made under authority delegated to the department. Ninety-three per cent of new appointments were to positions in the Operational Category. Of appointments made within the department, 25 per cent were promotions and 75 per cent were lateral or downward transfers. Eighty-three per cent of all appointments were in the Operational Category. The promotions and transfers of employees tended to be in the same occupational groups or sub-groups and for indeterminate periods or specified terms in accordance with their previous type of employment. However, 12 per cent of all appointments involved a change from specified term to indeterminate periods.

The number of selection processes appealed was 150; 23 of them, or about 15 per cent were allowed. A total of 261 persons (216 men and 45 women) appealed selection processes. Thirteen per cent had their appeals allowed.

Recommendations were received for the release of 73 employees for incompetence or incapacity. Approximately one-half of these employees appealed, and 16 per cent had their appeals allowed. Seventy-eight per cent of employees recommended for release for incompetence or incapacity were released for these reasons.





## Facts to Note

### Population

- The number of employees grew from 208 299 in 1980 (Post Office excluded) to 215 643 in 1981, an increase of 3,5 per cent (see Table 1).
- The Administrative and Foreign Service Category grew from 49 058 in 1980 to 52 308 in 1981, an increase of 6,6 per cent (see Table 11).
- An increase of 1,5 per cent has been noted in the Scientific and Professional Category; 3,2 per cent in the Technical Category; and 4,0 per cent in the Administrative Support Category. The Operational Category remained unchanged (see Table 11).
- The number and percentage of women in the Public Service rose from 78 793 (37,8 per cent) in 1980 to 84 801 (39,3 per cent) in 1981, an increase of 7,6 per cent (see Table 13).
- The number and percentage of francophones increased from 52 798 (26 per cent) in 1980 to 56 044 (26,4 per cent) in 1981 (see Table 14).

### Appointments

- Appointments to the Public Service rose from 14 693 in 1980 to 18 155 in 1981, an increase of 23,6 per cent (see Table 29). This growth took place mainly in indeterminate appointments.
- Appointments within the Public Service rose from 86 929 in 1980 to 96 758 in 1981, an increase of 11,3 per cent (see Table 29).
- Appointments to specified-term positions increased from 38 604 to 47 058, a rise of 8 454 (see Table 29).
- There were 24 270 promotions in 1980 and 30 062 in 1981, an increase of 23,9 per cent, as compared to a growth rate of 23,7 per cent between 1979 and 1980, not including the Management Category (see Table 31).
- There were 42 161 lateral transfers in 1980 and 36 103 in 1981, a decrease of 14,4 per cent, not including the Management Category (see Table 33).
- In 1981 the number of inter-departmental mobility appointments increased. There was one inter-departmental promotion for every 12 promotions within a department and one inter-departmental transfer for every 12 lateral transfers within a department. In 1980, there was one inter-departmental promotion for every 15 intra-

departmental promotions and one inter-departmental transfer for every 13 lateral transfers within a department, not including the Management Category (see Table 33).

### Separations

- Separations, including lay-offs, have increased by 3,9 per cent, from 25 863 in 1980 to 26 864 in 1981 (see Tables 49 and 51).
- Resignations accounted for 64,2 per cent of all separations, while retirements still account for 26,7 per cent of all separations, excluding end-of-specified-term employees (see Tables 49 and 52).
- Of the 14 859 employees who resigned in 1981, 55,3 per cent were women, a decrease when compared to the 14 765 resignations in 1980, 58,3 per cent of which were resignations by women (see Table 52).



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## Tables

**Table 1**

### **Type of employment**

Number of employees, by type of employment, 1980 and 1981

Type of employment	1980	1981
Full-time		
• Indeterminate	191 745	197 187
• Seasonal	1 409	1 432
• Specified term	13 222	14 546
<b>Total</b>	<b>206 376</b>	<b>213 165</b>
Part-time		
• Indeterminate	1 409	1 775
• Seasonal	67	80
• Specified term	431	621
<b>Total</b>	<b>1 907</b>	<b>2 476</b>
<b>Grand total<sup>a</sup></b>	<b>208 299</b>	<b>215 643</b>

<sup>a</sup>Includes 16 employees in 1980 and 2 in 1981 whose type of employment was not specified on pay documents.

Note: Employees hired for periods of less than six months have been excluded from the tables. In 1981, their number ranged from a high of 18 028 in July to a low of 9 413 in December, with a monthly average of 12 855.

Source: Department of Supply and Services

Table 2

**Geographic area (Canada and outside Canada) and sex**

Number and percentage of employees, by geographic area and sex, 1980 and 1981

Geographic area	1980				1981			
	Men	Women		Total <sup>a</sup>	Men	Women		Total
		No.	%			No.	%	
Newfoundland	3 851	1 024	21,0	4 875	3 967	1 256	24,0	5 223
Prince Edward Island	968	369	27,6	1 337	1 059	443	29,5	1 502
Nova Scotia	10 486	3 286	23,9	13 772	10 545	3 510	25,0	14 055
New Brunswick	4 682	2 323	33,2	7 006	4 681	2 505	34,9	7 186
Quebec (Except NCR)	19 999	10 395	34,2	30 396	20 058	11 106	35,6	31 164
Quebec (NCR)	8 310	6 950	45,5	15 260	8 425	7 572	47,3	15 997
Ontario (Except NCR)	21 088	13 548	39,1	34 638	21 258	14 644	40,8	35 902
Ontario (NCR)	28 584	21 869	43,3	50 456	29 295	23 270	44,3	52 565
Manitoba	5 535	4 090	42,5	9 625	5 659	4 372	43,6	10 031
Saskatchewan	3 459	2 399	41,0	5 858	3 398	2 464	42,0	5 862
Alberta	7 332	4 420	37,6	11 752	7 351	4 983	40,4	12 334
British Columbia	12 607	6 592	34,3	19 199	12 514	7 085	36,1	19 599
Yukon	438	457	51,1	895	435	464	51,6	899
Northwest Territories	836	666	44,3	1 502	877	737	45,7	1 614
Outside Canada	1 323	405	23,4	1 728	1 313	390	22,9	1 703
<b>Total</b>	<b>129 498</b>	<b>78 793</b>	<b>37,8</b>	<b>208 299</b>	<b>130 835</b>	<b>84 801</b>	<b>39,3</b>	<b>215 636</b>

<sup>a</sup>Includes 8 employees in 1980 and 7 in 1981 whose sex was not specified on pay documents.

Source: Department of Supply and Services

Table 3

**Geographic area (Canada and outside Canada) and language group**

Number and percentage of employees, by geographic area and language group, 1980 and 1981

Geographic area	1980					1981				
	Anglophones	Francophones		Anglophones and Francophones	Total <sup>a</sup>	Anglophones	Francophones		Anglophones and Francophones	Total
		No.	%				No.	%		
Newfoundland	4 739	27	0,6	4 766	4 875	5 115	34	0,7	5 149	5 223
Prince Edward Island	1 243	60	4,6	1 303	1 337	1 392	88	5,9	1 480	1 502
Nova Scotia	13 108	329	2,4	13 437	13 772	13 466	375	2,7	13 841	14 055
New Brunswick	5 528	1 354	19,7	6 882	7 006	5 551	1 549	21,8	7 100	7 186
Quebec (except NCR)	2 260	27 627	92,4	29 887	30 396	2 260	28 602	92,7	30 862	31 164
Quebec (NCR)	8 978	6 160	40,7	15 138	15 260	9 226	6 707	42,1	15 933	15 997
Ontario (except NCR)	32 927	1 205	3,5	34 132	34 638	34 212	1 332	3,7	35 544	35 902
Ontario (NCR)	34 836	14 954	30,0	49 790	50 456	35 820	16 211	31,2	52 031	52 565
Manitoba	8 856	201	2,2	9 057	9 625	9 544	234	2,4	9 778	10 031
Saskatchewan	5 235	55	1,0	5 290	5 858	5 413	56	1,0	5 469	5 862
Alberta	11 127	178	1,6	11 305	11 752	11 964	189	1,6	12 153	12 334
British Columbia	18 331	159	0,9	18 490	19 199	19 036	184	1,0	19 220	19 599
Yukon	762	5	0,7	767	895	807	8	1,0	815	899
Northwest Territories	1 229	49	3,8	1 278	1 502	1 427	58	3,9	1 485	1 614
Outside Canada	1 275	435	25,4	1 710	1 728	1 273	417	24,7	1 690	1 703
<b>Total</b>	<b>150 434</b>	<b>52 798</b>	<b>26,0</b>	<b>203 232</b>	<b>208 299</b>	<b>156 506</b>	<b>56 044</b>	<b>26,4</b>	<b>212 550</b>	<b>215 636</b>

<sup>a</sup>Includes 5 067 employees in 1980 and 3 093 in 1981 whose first official language was not specified. See Explanatory Notes.

Source: Department of Supply and Services

**Table 4**  
**Department and sex**  
 Number and percentage of employees, by department and sex, 1980 and 1981

Department	1980				1981			
	Men	Women		Total <sup>a</sup>	Men	Women		Total <sup>a</sup>
		No.	%			No.	%	
National Defence (civilian)	24 062	9 862	29,1	33 924	24 070	10 317	30,0	34 389
National Revenue (Customs and Excise, taxation)	13 461	10 169	43,0	23 630	13 750	11 379	45,3	25 129
Employment and Immigration	9 678	13 016	57,4	22 694	9 340	13 551	59,2	22 892
Transport	16 199	3 071	15,9	19 270	16 456	3 516	17,6	19 974
Environment	7 651	2 328	23,3	9 981	7 657	2 554	25,0	10 211
International Service of Canada	7 843	1 821	18,8	9 665	7 922	2 058	20,6	9 980
Supply and Services	4 882	4 551	48,2	9 433	4 968	4 892	49,6	9 860
Agriculture	7 041	2 174	23,6	9 215	7 038	2 398	25,4	9 436
National Health and Welfare	3 268	5 066	60,8	8 336	3 288	5 407	62,2	8 695
Public Works	6 454	1 773	21,6	8 227	6 518	1 966	23,2	8 485
Indian Affairs and Northern Development	3 024	2 985	49,7	6 009	2 875	2 838	49,7	5 713
Fisheries and Oceans	3 856	1 135	22,7	4 992	4 011	1 288	24,3	5 300
Statistics Canada	2 050	2 292	52,8	4 343	2 137	2 408	53,0	4 545
Grants Affairs	1 743	2 001	53,4	3 744	1 822	2 309	55,9	4 131
Energy, Mines and Resources	2 618	873	25,0	3 491	2 860	1 220	29,9	4 080
Royal Canadian Mounted Police (civilian)	684	2 828	80,5	3 512	706	2 923	80,5	3 629
External Affairs	1 762	1 112	38,7	2 874	1 984	1 238	38,4	3 222
Secretary of State of Canada	1 064	1 869	63,7	2 933	1 089	1 948	64,1	3 037
Public Service Commission	1 070	1 441	57,4	2 512	1 019	1 491	59,4	2 510
Industry, Trade and Commerce	1 486	936	38,6	2 422	1 523	950	38,4	2 473
Communications	1 291	661	33,9	1 952	1 364	777	36,3	2 141
Consumer and Corporate Affairs	1 290	837	39,4	2 127	1 263	873	40,9	2 136
Finance	526	596	53,1	1 122	557	668	54,5	1 225
National Economic Expansion	622	481	43,6	1 103	630	527	45,5	1 157
Canadian International Development Agency	535	438	45,0	973	584	496	45,9	1 080
National Museums of Canada	589	360	37,9	949	558	380	40,5	938
Tourism	384	376	49,5	760	394	419	51,5	813
Canadian Grain Commission	645	162	20,1	807	616	166	21,2	782
Treasury Board (Secretariat)	375	310	45,3	685	414	342	45,2	756
Public Archives of Canada	432	269	38,4	701	444	311	41,2	755
Canadian Transport Commission	434	282	39,4	716	450	297	39,8	747
Science	329	294	47,2	623	360	312	46,4	672
National Library of Canada	140	323	69,8	463	146	370	71,7	516
Canadian Radio-television and Communications Commission	205	170	45,3	375	208	185	47,1	393
National Energy Board	207	133	39,1	340	240	144	37,5	384
Canadian Pension Commission	99	198	66,7	297	110	197	64,2	307
Privy Council Office	120	138	53,5	258	118	168	58,7	286
National Parole Board	69	156	69,3	225	72	174	70,7	246
Attorney General	102	104	50,5	206	112	128	53,3	240
Finance	117	60	33,9	177	122	61	33,3	183
Treasury Board (Office of the Comptroller General)	103	58	36,0	161	116	66	36,3	182
Indian Farm Rehabilitation Administration	90	94	51,1	184	85	85	50,0	170
Science and Technology	78	70	47,3	148	78	82	51,3	160
Public Service Staff Relations Board	82	77	48,4	159	76	83	52,2	159



Table 4 cont'd

Department	1980				1981				T
	Men	Women		Total*	Men	Women			
		No.	%			No.	%		
Veterans' Land Administration	130	105	44,7	235	78	76	49,4		
Federal Court	66	62	48,4	128	71	70	49,6		
Foreign Investment Review Agency	60	52	46,4	112	74	55	42,6		
Office of the Commissioner of Official Languages	47	53	53,0	100	55	71	56,3		
Canadian Human Rights Commission	37	67	64,4	104	44	73	62,4		
Bureau of Pensions Advocates	95	114	54,5	209	45	69	60,5		
Ministry of State for Economic Development	42	41	49,4	83	40	51	56,0		
Office of the Secretary to the Governor General	35	49	58,3	84	33	46	58,2		
Federal-Provincial Relations Office	30	38	55,9	68	32	39	54,9		
Canadian Labour Relations Board	31	44	58,7	75	27	42	60,9		
Ministry of State for Social Development	0	0	0,0	0	24	31	56,4		
Supreme Court	28	27	49,1	55	26	27	50,9		
Immigration Appeal Board	18	29	61,7	47	18	31	63,3		
Office of the Chief Electoral Officer	24	23	48,9	47	26	19	42,2		
International Joint Commission	21	18	46,2	39	20	16	44,4		
Law Reform Commission of Canada	7	24	77,4	31	10	25	71,4		
Tax Review Board	10	21	67,7	31	11	22	66,7		
Tariff Board	16	12	42,9	28	14	12	46,2		
War Veterans Allowance Board	12	7	36,8	19	17	8	32,0		
Canadian Intergovernmental Conference Secretariat	11	13	54,2	24	10	12	54,5		
Office of the Coordinator, Status of Women	0	14	100,0	14	0	17	100,0		
Restrictive Trade Practices Commission	4	9	69,2	13	4	12	75,0		
Pension Review Board	6	9	60,0	15	6	9	60,0		
Office of the Commissioner for Federal Judicial Affairs	8	12	60,0	20	0	6	100,0		
<b>Total</b>	<b>129 498</b>	<b>78 793</b>	<b>37,8</b>	<b>208 299</b>	<b>130 835</b>	<b>84 801</b>	<b>39,3</b>	<b>215</b>	

\* Includes 8 employees in 1980 and 7 in 1981 whose sex was not specified on pay documents.

Source: Department of Supply and Services

# Department and language group

Number and percentage of employees, by department and language group, 1980 and 1981

Department	1980					1981				
	Anglophones	Francophones		Anglo- phones and Franco- phones	Total <sup>a</sup>	Anglophones	Francophones		Anglo- phones and Franco- phones	Total <sup>a</sup>
		No.	%				No.	%		
National Defence (civilian)	26 836	6 418	19,3	33 254	33 924	27 400	6 557	19,3	33 957	34 389
National Revenue (Customs and Excise, Taxation)	17 397	6 028	25,7	23 425	23 630	18 749	6 297	25,1	25 046	25 129
Employment and Immigration	14 524	7 253	33,3	21 777	22 694	15 092	7 540	33,3	22 632	22 892
Transport	14 770	3 986	21,3	18 756	19 270	15 333	4 255	21,7	19 588	19 974
Environment	8 214	1 669	16,9	9 883	9 981	8 302	1 824	18,0	10 126	10 211
International Service of Canada	6 549	3 067	31,9	9 616	9 665	6 722	3 187	32,2	9 909	9 980
Supply and Services	5 898	3 435	36,8	9 333	9 433	6 120	3 682	37,6	9 802	9 860
Culture	7 253	1 826	20,1	9 079	9 215	7 370	1 924	20,7	9 294	9 436
Health and Welfare	6 327	1 653	20,7	7 980	8 336	6 673	1 825	21,5	8 498	8 695
Public Works	5 832	2 265	28,0	8 097	8 227	6 104	2 294	27,3	8 398	8 485
Indian Affairs and Northern Development	4 325	712	14,1	5 037	6 009	4 346	731	14,4	5 077	5 713
Fisheries and Oceans	4 520	448	9,0	4 968	4 992	4 771	508	9,6	5 279	5 300
Statistics Canada	2 857	1 328	31,7	4 185	4 343	2 862	1 514	34,6	4 376	4 545
Indian Affairs	2 233	1 432	39,1	3 665	3 744	2 624	1 492	36,2	4 116	4 131
Energy, Mines and Resources	2 903	560	16,2	3 463	3 491	3 233	837	20,6	4 070	4 080
Royal Canadian Mounted Police (civilian)	2 793	666	19,3	3 459	3 512	2 856	751	20,8	3 607	3 629
External Affairs	1 991	856	30,1	2 847	2 874	2 256	937	29,3	3 193	3 222
Secretary of State of Canada	894	2 026	69,4	2 920	2 933	903	2 133	70,3	3 036	3 037
Public Service Commission	859	1 579	64,8	2 438	2 512	923	1 536	62,5	2 459	2 510
Industry, Trade and Commerce	1 918	466	19,5	2 384	2 422	1 928	508	20,9	2 436	2 473
Communications	1 455	492	25,3	1 947	1 952	1 547	592	27,7	2 139	2 141
Consumer and Corporate Affairs	1 450	672	31,7	2 122	2 127	1 421	711	33,3	2 132	2 136
Justice	746	336	31,1	1 082	1 122	811	396	32,8	1 207	1 225
National Economic Development Commission	728	360	33,1	1 088	1 103	768	380	33,1	1 148	1 157
Canadian International Development Agency	470	497	51,4	967	973	519	558	51,8	1 077	1 080
National Museums of Canada	661	286	30,2	947	949	658	279	29,8	937	938
Labour	559	190	25,4	749	760	599	212	26,1	811	813
Canadian Grain Commission	743	38	4,9	781	807	718	39	5,2	757	782
Treasury Board (Secretariat)	435	239	35,5	674	685	480	267	35,7	747	756
Public Archives of Canada	438	260	37,2	698	701	474	280	37,1	754	755
Canadian Transport Commission	523	190	26,6	713	716	522	224	30,0	746	747
Justice	408	207	33,7	615	623	448	215	32,4	663	672
National Library of Canada	299	157	34,4	456	463	334	176	34,5	510	516
Canadian Radio-television and Telecommunications Commission	183	183	50,0	366	375	197	189	49,0	386	393
National Energy Board	295	43	12,7	338	340	330	51	13,4	381	384
Canadian Pension Commission	254	37	12,7	291	297	247	59	19,3	306	307
Privy Council Office	148	109	42,4	257	258	156	128	45,1	284	286
National Parole Board	131	91	41,0	222	225	145	98	40,3	243	246
Attorney General	144	51	26,2	195	206	163	65	28,5	228	240

Table 5 cont'd

Department	1980					1981				
	Anglophones	Francophones		Anglo- phones and Franco- phones	Total <sup>a</sup>	Anglophones	Francophones		Anglo- phones and Franco- phones	Total
		No.	%				No.	%		
Insurance	143	34	19,2	177	177	142	41	22,4	183	183
Treasury Board (Office of the Comptroller General)	118	41	25,8	159	161	128	54	29,7	182	182
Prairie Farm Rehabilitation Administration	111	0	0,0	111	184	117	0	0,0	117	117
Science and Technology	100	46	31,5	146	148	98	62	38,8	160	160
Public Service Staff Relations Board	73	74	50,3	147	159	76	72	48,6	148	148
Veterans' Land Administration	208	12	5,5	220	235	137	16	10,5	153	153
Federal Court	63	29	31,5	92	128	62	40	39,2	102	102
Foreign Investment Review Agency	86	25	22,5	111	112	99	30	23,3	129	129
Office of the Commissioner of Official Languages	22	75	77,3	97	100	30	96	76,2	126	126
Canadian Human Rights Commission	68	32	32,0	100	104	80	37	31,6	117	117
Bureau of Pensions Advocates	189	16	7,8	205	209	95	19	16,7	114	114
Ministry of State for Economic Development	51	26	33,8	77	83	58	28	32,6	86	86
Office of the Secretary to the Governor General	36	46	56,1	82	84	32	42	56,8	74	74
Federal-Provincial Relations Office	42	25	37,3	67	68	44	27	38,0	71	71
Canadian Labour Relations Board	27	47	63,5	74	75	25	44	63,8	69	69
Ministry of State for Social Development	0	0	0,0	0	0	35	20	36,4	55	55
Supreme Court	16	29	64,4	45	55	16	24	60,0	40	40
Immigration Appeal Board	34	13	27,7	47	47	33	15	31,3	48	48
Office of the Chief Electoral Officer	10	37	78,7	47	47	7	38	84,4	45	45
International Joint Commission	5	0	0,0	5	39	6	0	0,0	6	6
Law Reform Commission of Canada	8	22	73,3	30	31	13	21	61,8	34	34
Tax Review Board	18	13	41,9	31	31	14	19	57,6	33	33
Tariff Board	5	3	37,5	8	28	5	4	44,4	9	9
War Veterans Allowance Board	13	6	31,6	19	19	19	6	24,0	25	25
Canadian Intergovernmental Conference Secretariat	5	18	78,3	23	24	6	15	71,4	21	21
Office of the Coordinator, Status of Women	3	4	57,1	7	14	6	6	50,0	12	12
Restrictive Trade Practices Commission	7	5	41,7	12	13	8	8	50,0	16	16
Pension Review Board	9	6	40,0	15	15	10	5	33,3	15	15
Office of the Commissioner for Federal Judicial Affairs	1	3	75,0	4	20	1	4	80,0	5	5
<b>Total</b>	<b>150 434</b>	<b>52 798</b>	<b>26,0</b>	<b>203 232</b>	<b>208 299</b>	<b>156 506</b>	<b>56 044</b>	<b>26,4</b>	<b>212 550</b>	<b>215 550</b>

<sup>a</sup> Includes 5 067 employees in 1980 and 3 093 in 1981 whose first official language was not specified. See Explanatory Notes.

Source: Department of Supply and Services

**Table 6**  
**Age and sex**  
 Number and percentage of employees, by age group and sex, 1980 and 1981

Age group	1980				1981			
	Men		Women		Men		Women	
	No.	%	No.	Total <sup>a</sup>	No.	%	No.	Total <sup>a</sup>
Under 20	387		1 271	1 658	497		1 475	1 973
20-24	6 275	12 249	66,1	18 526	6 502	12 677	66,1	19 179
25-29	16 864	16 962	50,1	33 828	16 458	17 919	52,1	34 378
30-34	22 297	12 965	36,8	35 264	22 917	14 923	39,4	37 841
35-39	16 290	8 015	33,0	24 305	17 787	9 453	34,7	27 240
40-44	13 448	6 700	33,3	20 148	14 111	7 377	34,3	21 489
45-49	14 210	6 267	30,6	20 477	14 081	6 567	31,8	20 650
50-54	14 757	5 951	28,7	20 710	14 765	6 128	29,3	20 894
55-59	15 820	5 619	26,2	21 439	14 618	5 416	27,0	20 034
60-64	9 043	2 755	23,4	11 798	8 960	2 806	23,8	11 766
65 and over	107	39	26,7	146	136	44	24,4	180
<b>Total<sup>b</sup></b>	<b>129 498</b>	<b>78 793</b>	<b>37,8</b>	<b>208 299</b>	<b>130 835</b>	<b>84 801</b>	<b>39,3</b>	<b>215 643</b>

<sup>a</sup> Includes 8 employees in 1980 and 7 in 1981 whose sex

was not specified on pay documents.

<sup>b</sup> Includes 19 employees in 1981 whose birthdate was

not specified on superannuation documents.

Source: Department of Supply and Services

**Table 7**  
**Age and language group**  
 Number and percentage of employees, by age group and language group, 1980 and 1981

Age group	1980					1981				
	Anglophones	Francophones		Anglo- phones and Franco- phones	Total <sup>a</sup>	Anglophones	Francophones		Anglo- phones and Franco- phones	Total <sup>a</sup>
		No.	%				No.	%		
Under 20	937	549	36,9	1 486	1 658	1 175	748	38,9	1 923	1 973
20-24	11 236	6 299	35,9	17 535	18 526	12 119	6 543	35,1	18 662	19 179
25-29	22 595	10 202	31,1	32 797	33 828	23 161	10 612	31,4	33 773	34 378
30-34	24 707	9 754	28,3	34 461	35 264	26 505	10 778	28,9	37 283	37 841
35-39	17 246	6 523	27,4	23 769	24 305	19 509	7 389	27,5	26 898	27 240
40-44	15 058	4 680	23,7	19 738	20 148	16 031	5 164	24,4	21 195	21 489
45-49	15 552	4 559	22,7	20 111	20 477	15 775	4 643	22,7	20 418	20 650
50-54	16 029	4 382	21,5	20 411	20 710	16 202	4 479	21,7	20 681	20 894
55-59	17 372	3 787	17,9	21 159	21 439	16 219	3 637	18,3	19 856	20 034
60-64	9 598	2 042	17,5	11 640	11 798	9 660	2 028	17,4	11 688	11 766
65 and over	104	21	16,8	125	146	137	21	13,3	158	180
<b>Total<sup>b</sup></b>	<b>150 434</b>	<b>52 798</b>	<b>26,0</b>	<b>203 232</b>	<b>208 299</b>	<b>156 506</b>	<b>56 044</b>	<b>26,4</b>	<b>212 550</b>	<b>215 643</b>

<sup>a</sup> Includes 5 067 employees in 1980 and 3 093 in 1981

whose first official language was not specified. See

Statistical Notes.

<sup>b</sup> Includes 19 employees in 1981 whose birthdate was

not specified on superannuation documents.

Source: Department of Supply and Services



**Table 8****Salary and sex**

Number and percentage of full-time indeterminate employees, by salary group and sex, 1980 and 1981

Salary group <sup>a</sup>	1980				1981			
	Men	Women		Total <sup>b</sup>	Men	Women		Total <sup>c</sup>
		No.	%			No.	%	
Less than 10 000 \$	465	1 511	76,5	1 976	586	1 281	68,6	1 867
10 000—14 999	15 765	23 957	60,3	39 723	9 595	16 749	63,6	26 344
15 000—19 999	36 092	31 536	46,6	67 629	23 878	33 857	58,6	57 735
20 000—24 999	33 021	8 963	21,3	41 985	31 478	11 376	26,5	42 854
25 000—29 999	13 281	2 543	16,1	15 825	24 328	7 644	23,9	31 972
30 000—34 999	10 279	931	8,3	11 210	11 631	1 965	14,5	13 596
35 000—39 999	7 156	396	5,2	7 552	8 597	923	9,7	9 520
40 000—44 999	3 610	134	3,6	3 744	6 748	414	5,8	7 162
45 000—49 999	1 416	47	3,2	1 463	3 453	113	3,2	3 566
50 000 \$ and over	615	23	3,6	638	2 482	80	3,1	2 562
<b>Total<sup>c</sup></b>	<b>121 700</b>	<b>70 041</b>	<b>36,5</b>	<b>191 745</b>	<b>122 777</b>	<b>74 404</b>	<b>37,7</b>	<b>197 181</b>
Other <sup>d</sup>	7 798	8 752	52,9	16 554	8 058	10 397	56,3	18 455
<b>Grand total</b>	<b>129 498</b>	<b>78 793</b>	<b>37,8</b>	<b>208 299</b>	<b>130 835</b>	<b>84 801</b>	<b>39,3</b>	<b>215 636</b>

<sup>a</sup>Based on employee's annual rate of pay on December 31.

<sup>b</sup>Includes 8 employees in 1980 and 7 in 1981 whose sex was not specified on pay documents.

<sup>c</sup>Includes 3 employees in 1981 whose pay documents were incomplete.

<sup>d</sup>Consists of employees whose type of employment is other than full-time indeterminate.

Source: Department of Supply and Services

**Table 9****Salary and language group**

Number and percentage of full-time indeterminate employees, by salary group and language group, 1980 and 1981

Salary group <sup>a</sup>	1980				1981			
	Anglophones	Francophones		Total <sup>b</sup>	Anglophones	Francophones		Anglophones and Francophones
		No.	%			No.	%	
Less than 10 000 \$	1 461	415	22,1	1 876	1 334	511	27,7	1 845
10 000—14 999	27 192	11 336	29,4	38 528	18 369	7 549	29,1	25 918
15 000—19 999	48 259	18 020	27,2	66 279	40 800	16 296	28,5	57 096
20 000—24 999	30 906	10 441	25,3	41 347	31 928	10 524	24,8	42 452
25 000—29 999	11 733	3 820	24,6	15 553	23 138	8 513	26,9	31 651
30 000—34 999	8 741	2 338	21,1	11 079	10 241	3 241	24,0	13 482
35 000—39 999	6 233	1 229	16,5	7 462	7 359	2 077	22,0	9 436
40 000—44 999	3 132	540	14,7	3 672	5 820	1 274	18,0	7 094
45 000—49 999	1 216	210	14,7	1 426	2 942	578	16,4	3 520
50 000 \$ and over	490	116	19,1	606	2 111	398	15,9	2 509
<b>Total<sup>c</sup></b>	<b>139 363</b>	<b>48 465</b>	<b>25,8</b>	<b>187 828</b>	<b>144 042</b>	<b>50 961</b>	<b>26,1</b>	<b>195 003</b>
Other <sup>d</sup>	11 071	4 333	28,1	15 404	12 464	5 083	29,0	17 547
<b>Grand total</b>	<b>150 434</b>	<b>52 798</b>	<b>26,0</b>	<b>203 232</b>	<b>156 506</b>	<b>56 044</b>	<b>26,4</b>	<b>212 550</b>

<sup>a</sup>Based on employee's annual rate of pay on December 31.

<sup>b</sup>Includes 5 067 employees in 1980 and 3 093 in 1981 whose first official language was not specified. See Explanatory Notes.

<sup>c</sup>Includes 3 employees in 1981 whose pay documents were incomplete.

<sup>d</sup>Consists of employees whose type of employment is other than full-time indeterminate.

Source: Department of Supply and Services

# Category and location

Number and percentage of employees, by occupational category and job location, 1980 and 1981

Occupational category	1980				1981			
	National Capital Region	Other locations		Total	National Capital Region	Other locations		Total
		No.	%			No.	%	
Management (EX group) <sup>a</sup>	1 014	260	20,4	1 274	1 310	290	18,1	1 600
Scientific and Professional	8 326	13 046	61,0	21 372	8 530	13 159	60,7	21 689
Administrative and Foreign Service	19 106	29 952	61,1	49 058	20 724	31 584	60,4	52 308
Clinical	6 151	19 586	76,1	25 737	6 326	20 246	76,2	26 572
<b>Officer categories</b>	<b>34 601</b>	<b>62 803</b>	<b>64,5</b>	<b>97 404</b>	<b>36 817</b>	<b>65 310</b>	<b>63,9</b>	<b>102 127</b>
Administrative Support	25 219	40 284	61,5	65 503	26 021	42 102	61,8	68 123
National	5 728	39 437	87,3	45 165	5 557	39 614	87,7	45 171
<b>Grand total<sup>b</sup></b>	<b>65 716</b>	<b>142 583</b>	<b>68,5</b>	<b>208 299</b>	<b>68 563</b>	<b>147 080</b>	<b>68,2</b>	<b>215 643</b>

<sup>a</sup> 0, 38 SXs are excluded from the grand total. In

42 executives (EX or SX) are excluded. See

Explanatory Notes for SM group.

Includes 230 employees of the Public Service Staff

Relations Board in 1980 and 225 in 1981, in addition

to other employees whose positions have not been

assigned to one of the six occupational categories.

<sup>b</sup> In 1980, PSC Senior Executive Information

System and in 1981, Management Resources Infor-

mation System (Management Category); Department

of Public Supply and Services (all other categories)

Table 11

**Category, type of employment and sex**

Number and percentage of employees, by occupational category, type of employment and sex, 1980 and 1981

Occupational category	Type of employment	1980				1981			
		Men	Women		Total <sup>a</sup>	Men	Women		Total
			No.	%			No.	%	
Management (EX group) <sup>a</sup>	Full-time								
	• Indeterminate	1 220	52	4,1	1 272	1 525	68	4,3	1 593
	• Seasonal	0	0	0,0	0	0	0	0,0	0
	• Specified term	2	0	0,0	2	7	0	0,0	7
	Total	1 222	52	4,1	1 274	1 532	68	4,3	1 600
	Part-time								
	• Indeterminate	0	0	0,0	0	0	0	0,0	0
	• Seasonal	0	0	0,0	0	0	0	0,0	0
	• Specified term	0	0	0,0	0	0	0	0,0	0
	Total	0	0	0,0	0	0	0	0,0	0
Scientific and Professional	Full-time								
	• Indeterminate	16 425	4 031	19,7	20 458	16 426	4 206	20,4	20 632
	• Seasonal	9	2	18,2	11	3	2	40,0	5
	• Specified term	406	296	42,2	702	468	343	42,3	811
	Total	16 840	4 329	20,4	21 171	16 897	4 551	21,2	21 448
	Part-time								
	• Indeterminate	25	153	86,0	178	21	177	89,4	198
	• Seasonal	0	0	0,0	0	0	0	0,0	0
	• Specified term	4	18	81,8	22	8	33	80,5	41
	Total	29	171	85,5	200	29	210	87,9	239
Administrative and Foreign Service	Full-time								
	• Indeterminate	34 914	12 731	26,7	47 645	35 735	14 852	29,4	50 587
	• Seasonal	11	6	35,3	17	7	2	22,2	24
	• Specified term	627	497	44,2	1 124	700	621	47,0	1 321
	Total	35 552	13 234	27,1	48 786	36 442	15 475	29,8	51 917
	Part-time								
	• Indeterminate	25	168	87,0	193	34	236	87,4	270
	• Seasonal	57	3	5,0	60	68	9	11,7	137
	• Specified term	6	12	66,7	18	12	31	72,1	43
	Total	88	183	67,5	271	114	276	70,8	390
Technical	Full-time								
	• Indeterminate	22 069	2 329	9,5	24 398	22 391	2 625	10,5	25 016
	• Seasonal	253	38	13,1	291	290	38	11,6	328
	• Specified term	727	275	27,4	1 004	816	353	30,2	1 169
	Total	23 049	2 642	10,3	25 693	23 497	3 016	11,4	26 513
	Part-time								
	• Indeterminate	4	18	81,8	22	3	31	91,2	34
	• Seasonal	0	1	100,0	1	0	0	0,0	0
	• Specified term	5	14	73,7	19	8	16	66,7	23
	Total	9	33	78,6	42	11	47	81,0	58
Total	Full-time								
	• Indeterminate	22 069	2 329	9,5	24 398	22 391	2 625	10,5	25 016
	• Seasonal	253	38	13,1	291	290	38	11,6	328
	• Specified term	727	275	27,4	1 004	816	353	30,2	1 169
	Total	23 049	2 642	10,3	25 693	23 497	3 016	11,4	26 513
	Part-time								
	• Indeterminate	4	18	81,8	22	3	31	91,2	34
	• Seasonal	0	1	100,0	1	0	0	0,0	0
	• Specified term	5	14	73,7	19	8	16	66,7	23
	Total	9	33	78,6	42	11	47	81,0	58
	<b>Total</b>	<b>23 059</b>	<b>2 676</b>	<b>10,4</b>	<b>25 737</b>	<b>23 508</b>	<b>3 063</b>	<b>11,5</b>	<b>26 571</b>

Occupational category	Type of employment	1980				1981			
		Men	Women		Total <sup>a</sup>	Men	Women		Total <sup>a</sup>
			No.	%			No.	%	
Professional (categories)	Full-time								
	• Indeterminate	74 588	19 139	20,4	93 729	76 041	21 745	22,2	97 789
	• Seasonal	273	46	14,4	319	300	42	12,3	342
	• Specified term	1 768	1 069	37,7	2 839	1 989	1 318	39,9	3 307
	Total	76 629	20 254	20,9	96 887	78 330	23 105	22,8	101 438
	Part-time								
	• Indeterminate	54	339	86,3	393	59	444	88,3	503
	• Seasonal	57	4	6,6	61	68	9	11,7	77
	• Specified term	15	44	74,6	59	28	80	74,1	108
	Total	126	387	75,4	513	155	533	77,5	688
	<b>Total</b>	<b>76 758</b>	<b>20 642</b>	<b>21,2</b>	<b>97 404</b>	<b>78 485</b>	<b>23 639</b>	<b>23,1</b>	<b>102 127</b>
Administrative (categories)	Full-time								
	• Indeterminate	11 434	46 419	80,2	57 854	11 218	47 957	81,0	59 177
	• Seasonal	5	36	87,8	41	6	48	88,9	54
	• Specified term	1 216	5 603	82,1	6 821	1 220	6 514	84,2	7 734
	Total	12 655	52 058	80,4	64 716	12 444	54 519	81,4	66 965
	Part-time								
	• Indeterminate	12	481	97,6	493	25	770	96,9	795
	• Seasonal	0	4	100,0	4	0	2	100,0	2
	• Specified term	16	269	94,4	285	38	322	89,4	360
	Total	28	754	96,4	782	63	1 094	94,6	1 157
	<b>Total</b>	<b>12 685</b>	<b>52 815</b>	<b>80,6</b>	<b>65 503</b>	<b>12 507</b>	<b>55 614</b>	<b>81,6</b>	<b>68 123</b>
National	Full-time								
	• Indeterminate	35 569	4 378	11,0	39 948	35 422	4 587	11,5	40 010
	• Seasonal	889	160	15,3	1 049	883	153	14,8	1 036
	• Specified term	3 309	240	6,8	3 549	3 247	246	7,0	3 494
	Total	39 767	4 778	10,7	44 546	39 552	4 986	11,2	44 540
	Part-time								
	• Indeterminate	148	375	71,7	523	141	336	70,4	477
	• Seasonal	0	2	100,0	2	0	1	100,0	1
	• Specified term	15	72	82,8	87	45	108	70,6	153
	Total	163	449	73,4	612	186	445	70,5	631
	<b>Total</b>	<b>39 936</b>	<b>5 228</b>	<b>11,6</b>	<b>45 165</b>	<b>39 738</b>	<b>5 431</b>	<b>12,0</b>	<b>45 171</b>
Categories <sup>c</sup>	Full-time								
	• Indeterminate	121 700	70 041	36,5	191 745	122 777	74 404	37,7	197 187
	• Seasonal	1 167	242	17,2	1 409	1 189	243	17,0	1 432
	• Specified term	6 303	6 915	52,3	13 222	6 465	8 080	55,5	14 546
	Total	129 170	77 198	37,4	206 376	130 431	82 727	38,8	213 165
	Part-time								
	• Indeterminate	214	1 195	84,8	1 409	225	1 550	87,3	1 775
	• Seasonal	57	10	14,9	67	68	12	15,0	80
	• Specified term	46	385	89,3	431	111	510	82,1	621
	Total	317	1 590	83,4	1 907	404	2 072	83,7	2 476
	<b>Grand total<sup>d</sup></b>	<b>129 498</b>	<b>78 793</b>	<b>37,8</b>	<b>208 299</b>	<b>130 835</b>	<b>84 801</b>	<b>39,3</b>	<b>215 643</b>

<sup>a</sup> 8 employees in 1980 and 7 in 1981 whose sex specified on pay documents.

<sup>b</sup> 38 SXs are excluded from the grand total. In 2 executives (EX or SX) are excluded. See Supplementary Notes for SM group.

<sup>c</sup> 230 employees of the Public Service Staff Selection Board in 1980 and 225 in 1981, in addition to employees whose positions have not been assigned to one of the six occupational categories.

<sup>d</sup> 16 employees in 1980 and 2 in 1981 whose employment was not specified on pay documents.

Source: In 1980, PSC Senior Executive Information System and in 1981, Management Resources Information System (Management Category); Department of Supply and Services (all other categories)



Table 12

**Category, type of employment and language group**

Number and percentage of employees, by occupational category, type of employment and language group, 1980 and 1981

Occupational category	Type of employment	1980					1981				
		Anglophones	Francophones		Anglo- phones and Franco- phones	Total <sup>a</sup>	Anglophones	Francophones		Anglo- phones and Franco- phones	Total
			No.	%				No.	%		
Management (EX group) <sup>b</sup>	Full-time										
	• Indeterminate	999	273	21,5	1 272	1 272	1 258	335	21,0	1 593	1 593
	• Seasonal	0	0	0,0	0	0	0	0	0,0	0	0
	• Specified term	1	1	50,0	2	2	6	1	14,3	7	7
	Total	1 000	274	21,5	1 274	1 274	1 264	336	21,0	1 600	1 600
	Part-time										
	• Indeterminate	0	0	0,0	0	0	0	0	0,0	0	0
	• Seasonal	0	0	0,0	0	0	0	0	0,0	0	0
	• Specified term	0	0	0,0	0	0	0	0	0,0	0	0
	Total	0	0	0,0	0	0	0	0	0,0	0	0
	<b>Total</b>	<b>1 000</b>	<b>274</b>	<b>21,5</b>	<b>1 274</b>	<b>1 274</b>	<b>1 264</b>	<b>336</b>	<b>21,0</b>	<b>1 600</b>	<b>1 600</b>
Scientific and Professional	Full-time										
	• Indeterminate	15 983	3 799	19,2	19 782	20 458	16 137	4 037	20,0	20 174	20 600
	• Seasonal	9	2	18,2	11	11	4	1	20,0	5	5
	• Specified term	474	150	24,0	624	702	607	154	20,2	761	815
	Total	16 466	3 951	19,4	20 417	21 171	16 748	4 192	20,0	20 940	21 400
	Part-time										
	• Indeterminate	142	26	15,5	168	178	147	48	24,6	195	200
	• Seasonal	0	0	0,0	0	0	0	0	0,0	0	0
	• Specified term	16	4	20,0	20	22	21	3	12,5	24	26
	Total	158	30	16,0	188	200	168	51	23,3	219	226
	<b>Total</b>	<b>16 624</b>	<b>3 981</b>	<b>19,3</b>	<b>20 605</b>	<b>21 372</b>	<b>16 917</b>	<b>4 243</b>	<b>20,1</b>	<b>21 160</b>	<b>21 626</b>
Administrative and Foreign Service	Full-time										
	• Indeterminate	34 098	12 695	27,1	46 793	47 645	36 368	13 768	27,5	50 136	50 900
	• Seasonal	14	1	6,7	15	17	7	1	12,5	8	9
	• Specified term	762	284	27,2	1 046	1 124	887	405	31,3	1 292	1 381
	Total	34 874	12 980	27,1	47 854	48 786	37 262	14 174	27,6	51 436	52 290
	Part-time										
	• Indeterminate	131	55	29,6	186	193	176	91	34,1	267	270
	• Seasonal	50	9	15,3	59	60	62	10	13,9	72	72
	• Specified term	16	1	5,9	17	18	32	9	22,0	41	41
	Total	197	65	24,8	262	271	270	110	28,9	380	383
	<b>Total</b>	<b>35 071</b>	<b>13 045</b>	<b>27,1</b>	<b>48 116</b>	<b>49 058</b>	<b>37 532</b>	<b>14 284</b>	<b>27,6</b>	<b>51 816</b>	<b>52 673</b>
Technical	Full-time										
	• Indeterminate	19 565	4 539	18,8	24 104	24 398	19 984	4 792	19,3	24 776	25 000
	• Seasonal	253	26	9,3	279	291	291	29	9,1	320	320
	• Specified term	782	186	19,2	968	1 004	905	234	20,5	1 139	1 139
	Total	20 600	4 751	18,7	25 351	25 693	21 180	5 055	19,3	26 235	26 459
	Part-time										
	• Indeterminate	11	9	45,0	20	22	20	12	37,5	32	32
	• Seasonal	1	0	0,0	1	1	0	0	0,0	0	0
	• Specified term	12	5	29,4	17	19	16	6	27,3	22	22
	Total	24	14	36,8	38	42	36	18	33,3	54	54
	<b>Total</b>	<b>20 626</b>	<b>4 765</b>	<b>18,8</b>	<b>25 391</b>	<b>25 737</b>	<b>21 216</b>	<b>5 073</b>	<b>19,3</b>	<b>26 289</b>	<b>26 513</b>

Occupational category	Type of employment	1980					1981				
		Anglophones	Francophones		Anglo-phones and Franco-phones	Total <sup>a</sup>	Anglophones	Francophones		Anglo-phones and Franco-phones	Total <sup>a</sup>
			No.	%				No.	%		
Total (all categories)	Full-time										
	• Indeterminate	70 575	21 274	23,2	91 849	93 729	73 687	22 910	23,7	96 597	97 789
	• Seasonal	276	29	9,5	305	319	302	31	9,3	333	342
	• Specified term	2 023	621	23,5	2 644	2 839	2 402	794	24,8	3 196	3 307
	Total	72 874	21 924	23,1	94 798	96 887	76 391	23 735	23,7	100 126	101 438
	Part-time										
	• Indeterminate	284	90	24,1	374	393	344	151	30,5	495	503
	• Seasonal	51	9	15,0	60	61	62	10	13,9	72	77
	• Specified term	44	10	18,5	54	59	69	18	20,7	87	108
	Total	379	109	22,3	488	513	475	179	27,4	654	688
<b>Total</b>		<b>73 255</b>	<b>22 033</b>	<b>23,1</b>	<b>95 288</b>	<b>97 404</b>	<b>76 867</b>	<b>23 914</b>	<b>23,7</b>	<b>100 781</b>	<b>102 127</b>
Administrative Support	Full-time										
	• Indeterminate	39 223	17 280	30,6	56 503	57 854	40 479	18 070	30,9	58 549	59 177
	• Seasonal	34	2	5,6	36	41	44	5	10,2	49	54
	• Specified term	4 174	2 383	36,3	6 557	6 821	4 778	2 773	36,7	7 551	7 734
	Total	43 431	19 665	31,2	63 096	64 716	45 301	20 848	31,5	66 149	66 965
	Part-time										
	• Indeterminate	299	98	24,7	397	493	474	221	31,8	695	795
	• Seasonal	3	0	0,0	3	4	2	0	0,0	2	2
	• Specified term	186	59	24,1	245	285	238	75	24,0	313	360
	Total	488	157	24,3	645	782	714	296	29,3	1 010	1 157
<b>Total</b>		<b>43 922</b>	<b>19 823</b>	<b>31,1</b>	<b>63 745</b>	<b>65 503</b>	<b>46 016</b>	<b>21 144</b>	<b>31,5</b>	<b>67 160</b>	<b>68 123</b>
Operational	Full-time										
	• Indeterminate	29 486	9 836	25,0	39 322	39 948	29 772	9 908	25,0	39 680	40 010
	• Seasonal	841	157	15,7	998	1 049	804	165	17,0	969	1 036
	• Specified term	2 506	643	20,4	3 149	3 549	2 575	614	19,3	3 189	3 494
	Total	32 833	10 636	24,5	43 469	44 546	33 151	10 687	24,4	43 838	44 540
	Part-time										
	• Indeterminate	301	197	39,6	498	523	304	157	34,1	461	477
	• Seasonal	1	1	50,0	2	2	1	0	0,0	1	1
	• Specified term	39	31	44,3	70	87	62	68	52,3	130	153
	Total	341	229	40,2	570	612	367	225	38,0	592	631
<b>Total</b>		<b>33 176</b>	<b>10 865</b>	<b>24,7</b>	<b>44 041</b>	<b>45 165</b>	<b>33 518</b>	<b>10 912</b>	<b>24,6</b>	<b>44 430</b>	<b>45 171</b>
Categories <sup>c</sup>	Full-time										
	• Indeterminate	139 363	48 465	25,8	187 828	191 745	144 042	50 961	26,1	195 003	197 187
	• Seasonal	1 151	188	14,0	1 339	1 409	1 150	201	14,9	1 351	1 432
	• Specified term	8 705	3 649	29,5	12 354	13 222	9 756	4 182	30,0	13 938	14 546
	Total	149 219	52 302	26,0	201 521	206 376	154 948	55 344	26,3	210 292	213 165
	Part-time										
	• Indeterminate	884	385	30,3	1 269	1 409	1 122	529	32,0	1 651	1 775
	• Seasonal	55	10	15,4	65	67	65	10	13,3	75	80
	• Specified term	269	100	27,1	369	431	369	161	30,4	530	621
	Total	1 208	495	29,1	1 703	1 907	1 556	700	31,0	2 256	2 476
<b>Grand total<sup>d</sup></b>		<b>150 434</b>	<b>52 798</b>	<b>26,0</b>	<b>203 232</b>	<b>208 299</b>	<b>156 506</b>	<b>56 044</b>	<b>26,4</b>	<b>212 550</b>	<b>215 643</b>

Includes 5 067 employees in 1980 and 3 093 in 1981 whose first official language was not specified. See Explanatory Notes.

In 1980, 38 SXs are excluded from the grand total. In 1981, 42 executives (EX or SX) are excluded. See Explanatory Notes for SM group.

Includes 230 employees of the Public Service Staff Relations Board in 1980 and 225 in 1981, in addition to other employees whose positions have not been converted to one of the six occupational categories.

Includes 16 employees in 1980 and 2 in 1981 whose type of employment was not specified on pay documents.

Source: In 1980, PSC Senior Executive Information System and in 1981, Management Resources Information System (Management Category); Department of Supply and Services (all other categories)

Table 13

## Category, group and sex

Number and percentage of employees, by occupational category, group and sex, 1980 and 1981

Occupational category	Group	1980				1981			
		Men	Women		Total <sup>a</sup>	Men	Women		Total <sup>a</sup>
			No.	%			No.	%	
Management <sup>b</sup>	Executive (EX)	1 222	52	4,1	1 274	1 532	68	4,3	1 600
Scientific and Professional	Actuarial Science (AC)	21	0	0,0	21	22	1	4,3	23
	Agriculture (AG)	308	16	4,9	324	285	19	6,3	304
	Architecture and Town Planning (AR)	298	18	5,7	316	316	26	7,6	342
	Auditing (AU)	2 823	131	4,4	2 954	2 822	160	5,4	2 982
	Biological Sciences (BI)	760	132	14,8	892	804	168	17,3	972
	Chemistry (CH)	314	72	18,7	386	316	76	19,4	392
	Defence Scientific Service (DS)	534	28	5,0	562	526	24	4,4	550
	Dentistry (DE)	51	0	0,0	51	51	3	5,6	54
	Economics, Sociology and Statistics (ES)	1 853	311	14,4	2 165	1 824	374	17,0	2 198
	Education (ED)	1 551	1 472	48,7	3 023	1 446	1 357	48,4	2 803
	Engineering and Land Surveying (EN)	2 367	31	1,3	2 398	2 439	49	2,0	2 488
	Forestry (FO)	88	2	2,2	90	95	1	1,0	96
	Historical Research (HR)	199	72	26,6	271	207	72	25,8	279
	Home Economics (HE)	2	37	94,9	39	0	44	100,0	44
	Law (LA)	474	120	20,2	594	498	135	21,3	633
	Library Science (LS)	163	302	64,8	466	174	336	65,9	510
	Mathematics (MA)	87	30	25,6	117	106	37	25,9	143
	Medicine (MD)	273	35	11,4	308	269	38	12,4	307
	Meteorology (MT)	541	25	4,4	566	543	27	4,7	570
	Nursing (NU)	92	1 355	93,6	1 447	121	1 444	92,3	1 565
	Occupational and Physical Therapy (OP)	3	28	90,3	31	4	31	88,6	35
	Pharmacy (PH)	46	13	22,0	59	49	10	16,9	59
	Physical Sciences (PC)	563	68	10,8	631	626	82	11,6	708
	Psychology (PS)	71	21	22,8	92	75	25	25,0	100
	Scientific Regulation (SG)	440	40	8,3	480	425	50	10,5	475
	Scientific Research (SE)	2 059	58	2,7	2 117	1 975	74	3,6	2 049
	Social Work (SW)	120	36	23,1	156	116	42	26,6	158
	University Teaching (UT)	231	7	2,9	238	238	8	3,3	246
	Veterinary Science (VS)	538	40	6,9	578	554	49	8,1	603
	<b>Total</b>	<b>16 870</b>	<b>4 500</b>	<b>21,1</b>	<b>21 372</b>	<b>16 926</b>	<b>4 762</b>	<b>22,0</b>	<b>21 688</b>
Administrative and Foreign Service	Administrative Services (AS)	5 435	2 990	35,5	8 425	5 637	3 645	39,3	9 282
	Administrative Trainee (AT)	75	58	43,6	133	125	136	52,1	261
	Commerce (CO)	1 611	117	6,8	1 728	1 743	148	7,8	1 891
	Computer Systems Administration (CS)	1 741	423	19,5	2 164	1 878	492	20,8	2 370
	Financial Administration (FI)	1 889	476	20,1	2 365	1 941	565	22,5	2 506
	Foreign Service (FS)	1 124	104	8,5	1 228	1 057	116	9,9	1 173
	Information Services (IS)	574	371	39,3	945	615	441	41,8	1 056
	Organization and Methods (OM)	655	109	14,3	764	729	167	18,6	896
	Personnel Administration (PE)	1 737	975	36,0	2 712	1 760	1 139	39,3	2 899
	Program Administration (PM)	17 485	6 507	27,1	23 992	17 654	7 484	29,8	25 138

Occupational Category	Group	1980				1981			
		Women				Women			
		Men	No.	%	Total <sup>a</sup>	Men	No.	%	Total <sup>a</sup>
	Purchasing and Supply (PG)	1 414	292	17,1	1 706	1 496	356	19,2	1 853
	Translation (TR)	600	588	49,5	1 188	629	618	49,6	1 247
	Welfare Programs (WP)	1 301	407	23,8	1 708	1 292	444	25,6	1 736
	<b>Total</b>	<b>35 641</b>	<b>13 417</b>	<b>27,3</b>	<b>49 058</b>	<b>36 556</b>	<b>15 751</b>	<b>30,1</b>	<b>52 308</b>
Technical	Air Traffic Control (AI)	2 169	50	2,3	2 219	2 253	62	2,7	2 315
	Aircraft Operations (AO)	451	4	0,9	455	475	12	2,5	488
	Drafting and Illustration (DD)	1 563	204	11,5	1 767	1 531	236	13,4	1 767
	Educational Support (EU)	20	68	77,3	88	18	61	77,2	79
	Electronics (EL)	2 938	16	0,5	2 954	2 971	29	1,0	3 000
	Engineering and Scientific Support (EG)	6 384	1 021	13,8	7 407	6 390	1 147	15,2	7 537
	General Technical (GT)	2 064	236	10,3	2 300	2 231	301	11,9	2 532
	Photography (PY)	144	13	8,3	157	139	14	9,2	153
	Primary Products Inspection (PI)	2 565	140	5,2	2 705	2 644	172	6,1	2 816
	Radio Operations (RO)	1 112	42	3,6	1 154	1 141	68	5,6	1 209
	Ships' Officers (SO)	1 366	44	3,1	1 410	1 352	43	3,1	1 395
	Social Science Support (SI)	1 012	821	44,8	1 833	1 076	899	45,5	1 975
	Technical Inspection (TI)	1 271	17	1,3	1 288	1 287	19	1,5	1 306
	<b>Total</b>	<b>23 059</b>	<b>2 676</b>	<b>10,4</b>	<b>25 737</b>	<b>23 508</b>	<b>3 063</b>	<b>11,5</b>	<b>26 572</b>
Administrative Support	Clerical and Regulatory (CR)	11 062	36 344	76,7	47 409	10 820	38 693	78,1	49 515
	Communications (CM)	473	326	40,8	799	465	327	41,3	792
	Data Processing (DA)	788	2 130	73,0	2 918	831	2 348	73,9	3 179
	Office Equipment Operation (OE)	222	235	51,4	457	219	232	51,4	451
	Secretarial, Steno-graphic, Typing (ST)	140	13 780	99,0	13 920	172	14 014	98,8	14 186
	<b>Total</b>	<b>12 685</b>	<b>52 815</b>	<b>80,6</b>	<b>65 503</b>	<b>12 507</b>	<b>55 614</b>	<b>81,6</b>	<b>68 123</b>
Operational	Correction (CX)	4 322	115	2,6	4 437	4 292	131	3,0	4 423
	Firefighters (FR)	1 447	2	0,1	1 449	1 450	4	0,3	1 454
	General Labour and Trades (GL)	16 257	224	1,4	16 482	16 540	271	1,6	16 812
	General Services (GS)	8 475	3 229	27,6	11 704	8 172	3 343	29,0	11 515
	Heat, Power and Stationary Plant Operation (HP)	2 488	5	0,2	2 493	2 442	4	0,2	2 446
	Hospital Services (HS)	942	1 172	55,4	2 114	895	1 192	57,1	2 087
	Lightkeepers (LI)	425	4	0,9	429	409	2	0,5	411
	Printing Operations (PR)	791	434	35,4	1 225	813	438	35,0	1 251
	Ship Repair (SR)	2 620	7	0,3	2 627	2 594	8	0,3	2 602
	Ships' Crews (SC)	2 168	34	1,5	2 202	2 129	37	1,7	2 167
	<b>Total</b>	<b>39 936</b>	<b>5 228</b>	<b>11,6</b>	<b>45 165</b>	<b>39 738</b>	<b>5 431</b>	<b>12,0</b>	<b>45 171</b>
	<b>Grand total<sup>b</sup></b>	<b>129 498</b>	<b>78 793</b>	<b>37,8</b>	<b>208 299</b>	<b>130 835</b>	<b>84 801</b>	<b>39,3</b>	<b>215 643</b>

<sup>a</sup> Includes 8 employees in 1980 and 7 in 1981 whose sex not specified on pay documents.

<sup>b</sup> 80, 38 SXs are excluded from the grand total. In 1980, 42 executives (EX or SX) are excluded. See

Statutory Notes for SM group

Includes 230 employees of the Public Service Staff Relations Board in 1980 and 225 in 1981, in addition to other employees whose positions have not been reported to one of the six occupational categories.

Source: In 1980, PSC Senior Executive Information System and in 1981, Management Resources Information System (Management Category); Department of Supply and Services (all other categories)



Table 14

**Category, group and language group**

Number and percentage of employees, by occupational category, group and language group, 1980 and 1981

Occupational category	Group	1980					1981				
		Anglophones	Francophones		Anglo- phones and Franco- phones	Total <sup>a</sup>	Anglophones	Francophones		Anglo- phones and Franco- phones	Total <sup>a</sup>
			No.	%				No.	%		
Management <sup>b</sup>	Executive (EX)	1 000	274	21,5	1 274	1 274	1 264	336	21,0	1 600	1 600
Scientific and Professional	Actuarial Science (AC)	12	9	42,9	21	21	13	10	43,5	23	23
	Agriculture (AG)	266	57	17,6	323	324	245	56	18,6	301	301
	Architecture and Town Planning (AR)	259	47	15,4	306	316	276	57	17,1	333	333
	Auditing (AU)	2 232	713	24,2	2 945	2 954	2 241	734	24,7	2 975	2 975
	Biological Sciences (BI)	791	95	10,7	886	892	847	118	12,2	965	965
	Chemistry (CH)	340	44	11,5	384	386	344	45	11,6	389	389
	Defence Scientific Service (DS)	460	98	17,6	558	562	444	103	18,8	547	547
	Dentistry (DE)	42	7	14,3	49	51	45	7	13,5	52	52
	Economics, Sociology and Statistics (ES)	1 814	302	14,3	2 116	2 165	1 768	380	17,7	2 148	2 148
	Education (ED)	1 541	1 065	40,9	2 606	3 023	1 567	992	38,8	2 559	2 559
	Engineering and Land Surveying (EN)	2 047	275	11,8	2 322	2 398	2 114	317	13,0	2 431	2 431
	Forestry (FO)	73	15	17,0	88	90	82	13	13,7	95	95
	Historical Research (HR)	195	74	27,5	269	271	200	78	28,1	278	278
	Home Economics (HE)	31	7	18,4	38	39	35	9	20,5	44	44
	Law (LA)	430	142	24,8	572	594	461	160	25,8	621	621
	Library Science (LS)	363	93	20,4	456	466	403	101	20,0	504	504
	Mathematics (MA)	98	17	14,8	115	117	117	25	17,6	142	142
	Medicine (MD)	250	49	16,4	299	308	250	51	16,9	301	301
	Meteorology (MT)	487	78	13,8	565	566	465	104	18,3	569	569
	Nursing (NU)	1 135	220	16,2	1 355	1 447	1 247	254	16,9	1 501	1 501
	Occupational and Physical Therapy (OP)	27	2	6,9	29	31	32	3	8,6	35	35
	Pharmacy (PH)	42	16	27,6	58	59	37	20	35,1	57	57
	Physical Sciences (PC)	585	37	5,9	622	631	640	61	8,7	701	701
	Psychology (PS)	63	28	30,8	91	92	69	31	31,0	100	100
	Scientific Regulation (SG)	387	93	19,4	480	480	378	97	20,4	475	475
	Scientific Research (SE)	1 984	124	5,9	2 108	2 117	1 901	136	6,7	2 037	2 037
	Social Work (SW)	119	26	17,9	145	156	123	30	19,6	153	153
	University Teaching (UT)	147	85	36,6	232	238	149	83	35,8	232	232
	Veterinary Science (VS)	404	163	28,7	567	578	424	168	28,4	592	592
	<b>Total</b>	<b>16 624</b>	<b>3 981</b>	<b>19,3</b>	<b>20 605</b>	<b>21 372</b>	<b>16 917</b>	<b>4 243</b>	<b>20,1</b>	<b>21 160</b>	<b>21 160</b>
Administrative and Foreign Service	Administrative Services (AS)	5 864	2 410	29,1	8 274	8 425	6 402	2 781	30,3	9 183	9 183
	Administrative Trainee (AT)	101	28	21,7	129	133	171	83	32,7	254	254
	Commerce (CO)	1 417	273	16,2	1 690	1 728	1 518	341	18,3	1 859	1 859
	Computer Systems Administration (CS)	1 732	415	19,3	2 147	2 164	1 880	476	20,2	2 356	2 356
	Financial Administration (FI)	1 788	524	22,7	2 312	2 365	1 881	585	23,7	2 466	2 466
	Foreign Service (FS)	947	271	22,2	1 218	1 228	904	263	22,5	1 167	1 167
	Information Services (IS)	628	296	32,0	924	945	680	360	34,6	1 040	1 040
	Organization and Methods (OM)	615	139	18,4	754	764	737	155	17,4	892	892
	Personnel Administration (PE)	1 778	879	33,1	2 657	2 712	1 884	987	34,4	2 871	2 871
	Program Administration (PM)	17 459	6 059	25,8	23 518	23 992	18 585	6 377	25,5	24 962	24 962
	Purchasing and Supply (PG)	1 354	328	19,5	1 682	1 706	1 456	387	21,0	1 843	1 843
	<b>Total</b>	<b>16 624</b>	<b>3 981</b>	<b>19,3</b>	<b>20 605</b>	<b>21 372</b>	<b>16 917</b>	<b>4 243</b>	<b>20,1</b>	<b>21 160</b>	<b>21 160</b>

Table 14 cont'd

Occupational Category	Group	1980					1981				
		Francophones			Anglo-phones and Franco-phones	Total <sup>a</sup>	Francophones			Anglo-phones and Franco-phones	Total <sup>a</sup>
		Anglophones	No.	%			Anglophones	No.	%		
	Translation (TR)	170	1 016	85,7	1 186	1 188	179	1 068	85,6	1 247	1 247
	Welfare Programs (WP)	1 278	407	25,0	1 625	1 708	1 255	421	25,1	1 676	1 736
	<b>Total</b>	<b>35 071</b>	<b>13 045</b>	<b>27,1</b>	<b>48 116</b>	<b>49 058</b>	<b>37 532</b>	<b>14 284</b>	<b>27,6</b>	<b>51 816</b>	<b>52 308</b>
Technical	Air Traffic Control (AI)	1 928	270	12,3	2 198	2 219	1 990	295	12,9	2 285	2 315
	Aircraft Operations (AO)	378	73	16,2	451	455	407	76	15,7	483	488
	Drafting and Illustration (DD)	1 387	355	20,4	1 742	1 767	1 379	373	21,3	1 752	1 767
	Educational Support (EU)	54	13	19,4	67	88	54	11	16,9	65	79
	Electronics (EL)	2 372	560	19,1	2 932	2 954	2 385	598	20,0	2 983	3 000
	Engineering and Scientific Inspection (EG)	6 127	1 181	16,2	7 308	7 407	6 201	1 255	16,8	7 456	7 537
	General Technical (GT)	1 873	406	17,8	2 279	2 300	2 046	463	18,5	2 509	2 532
	Photography (PY)	124	32	20,5	156	157	119	33	21,7	152	153
	Primary Products Inspection (PI)	1 997	650	24,6	2 647	2 705	2 096	668	24,2	2 764	2 816
	Radio Operation (RO)	987	157	13,7	1 144	1 154	1 022	179	14,9	1 201	1 209
	Ships' Officers (SO)	1 114	260	18,9	1 374	1 410	1 116	266	19,2	1 382	1 395
	Social Science Support (SI)	1 286	531	29,2	1 817	1 833	1 402	560	28,5	1 962	1 975
	Technical Inspection (TI)	999	277	21,7	1 276	1 288	999	296	22,9	1 295	1 306
	<b>Total</b>	<b>20 626</b>	<b>4 765</b>	<b>18,8</b>	<b>25 391</b>	<b>25 737</b>	<b>21 216</b>	<b>5 073</b>	<b>19,3</b>	<b>26 289</b>	<b>26 572</b>
Administrative Support	Clerical and Regulatory (CR)	31 883	14 206	30,8	46 089	47 409	33 573	15 257	31,2	48 830	49 515
	Communications (CM)	624	166	21,0	790	799	629	160	20,3	789	792
	Data Processing (DA)	1 978	853	30,1	2 831	2 918	2 221	864	28,0	3 085	3 179
	Office Equipment Operation (OE)	294	150	33,8	444	457	290	154	34,7	444	451
	Secretarial, Stenographic, Typing (ST)	9 143	4 448	32,7	13 591	13 920	9 303	4 709	33,6	14 012	14 186
	<b>Total</b>	<b>43 922</b>	<b>19 823</b>	<b>31,1</b>	<b>63 745</b>	<b>65 503</b>	<b>46 016</b>	<b>21 144</b>	<b>31,5</b>	<b>67 160</b>	<b>68 123</b>
	<b>Total</b>	<b>2 916</b>	<b>1 503</b>	<b>34,0</b>	<b>4 419</b>	<b>4 437</b>	<b>2 885</b>	<b>1 517</b>	<b>34,5</b>	<b>4 402</b>	<b>4 423</b>
Operational	Firefighters (FR)	1 227	201	14,1	1 428	1 449	1 249	192	13,3	1 441	1 454
	General Labour and Trades (GL)	12 393	3 728	23,1	16 121	16 482	12 703	3 850	23,3	16 553	16 812
	General Services (GS)	8 519	2 887	25,3	11 406	11 704	8 536	2 815	24,8	11 351	11 515
	Heat, Power and Stationary Plant Operation (HP)	1 893	547	22,4	2 440	2 493	1 898	530	21,8	2 428	2 446
	Hospital Services (HS)	1 169	835	41,7	2 004	2 114	1 217	825	40,4	2 042	2 087
	Lightkeepers (LI)	381	42	9,9	423	429	368	40	9,8	408	411
	Printing Operations (PR)	476	741	60,9	1 217	1 225	469	777	62,4	1 246	1 251
	Ship Repair (SR)	2 388	33	1,4	2 421	2 627	2 391	27	1,1	2 418	2 602
	Ships' Crews (SC)	1 812	347	16,1	2 159	2 202	1 800	338	15,8	2 138	2 167
	<b>Total</b>	<b>33 176</b>	<b>10 865</b>	<b>24,7</b>	<b>44 041</b>	<b>45 165</b>	<b>33 518</b>	<b>10 912</b>	<b>24,6</b>	<b>44 430</b>	<b>45 171</b>
	<b>Total</b>	<b>150 434</b>	<b>52 798</b>	<b>26,0</b>	<b>203 232</b>	<b>208 299</b>	<b>156 506</b>	<b>56 044</b>	<b>26,4</b>	<b>212 550</b>	<b>215 643</b>
	<b>Grand total<sup>b</sup></b>										

Includes 5 067 employees in 1980 and 3 093 in 1981 whose first official language was not specified. See Explanatory Notes.

In 1980, 38 SXs are excluded from the grand total. In 1981, 42 executives (EX or SX) are excluded. See Explanatory Notes for SM group.

Includes 230 employees of the Public Service Staff Relations Board in 1980 and 225 in 1981, in addition to other employees whose positions have not been reclassified to one of the six occupational categories.

Source: In 1980, PSC Senior Executive Information System and in 1981, Management Resources Information System (Management Category); Department of Supply and Services (all other categories).

**Table 15a****Senior Executives, sex and language group**

Number and percentage of senior executives, by level, sex, and language group, 1980

	Women		Francophones <sup>a</sup>		Total employees in category
	No.	%	No.	%	
SX 1	33	5,4	140	23,0	609
SX 2	15	3,2	90	19,1	472
SX 3	4	2,2	44	24,2	182
SX 4	0	0,0	0	0,0	11
<b>Total<sup>b</sup></b>	<b>52</b>	<b>4,1</b>	<b>274</b>	<b>21,5</b>	<b>1 274</b>

**Table 15b****Under-represented groups and the Management Category**

Number and percentage of Executives (EX group), by level and by under-represented group, 1981

	Women		Francophones <sup>a</sup>		Indigenous people		Total employees in category
	No.	%	No.	%	No.	%	
EX 1	25	6,8	92	24,9	1	0,3	369
EX 2	23	4,5	88	17,2	1	0,2	511
EX 3	8	1,9	85	20,6	0	0,0	413
EX 4	7	4,0	42	24,1	1	0,6	174
EX 5	0	0,0	12	20,3	0	0,0	59
Unconverted SXs	5	6,8	17	23,0	1	1,4	74
<b>Total</b>	<b>68</b>	<b>4,3</b>	<b>336</b>	<b>21,0</b>	<b>4</b>	<b>0,3</b>	<b>1 600</b>

<sup>a</sup>The percentage of francophone executives was 21,5 per cent in 1980 and 21,0 per cent in 1981. The decrease is due to the conversion of 246 persons to the EX group, largely from the Scientific and Professional Category. Of these, 28 (11,4%) were francophones.

<sup>b</sup>The revised data on SX population for 1980 is due to the exclusion of Senior Executives from the Post Office.

Note: In comparing the population figure of 1 600 in 1981 to the population figure of 1 274 in 1980, it must be taken into consideration that, in implementing the EX group of the Management Category, 246 persons previously classified as senior professionals (REM, ES, MA) were converted to the new category. The conversion exercise is still in progress, and the population figures will be changing accordingly. Therefore, the figure of 1 600 reflects a real increase of 80 persons in the EX group.

Source: In 1980, PSC Senior Executive Information System; in 1981, Management Resources Information System.

Table 16

**Women in the Management Category**Number and percentage of women in the Management Category (EX group)<sup>a</sup>, by department, 1981

Department	Women		Total employees in category
	No.	%	
Canadian Human Rights Commission	3	75,0	4
National Museums of Canada	1	20,0	5
Labour	2	15,4	13
Canadian Radio-television and Telecommunications Commission	1	14,3	7
Treasury Board (Secretariat)	13	13,4	97
Privy Council Office	3	12,0	25
Secretary of State of Canada	3	11,5	26
Justice	1	11,1	9
Consumer and Corporate Affairs	3	10,7	28
Departments with fewer than 100 employees	5	9,4	47
Treasury Board (Office of the Comptroller General)	2	7,4	27
Indian Affairs and Northern Development	3	5,8	52
Communications	2	5,3	38
Science and Technology	1	5,3	19
Energy, Mines and Resources	4	4,8	84
National Health and Welfare	3	4,6	66
Correctional Service of Canada	1	4,6	22
Statistics Canada	2	4,3	47
Transport	4	4,2	95
Public Service Commission	1	4,2	24
External Affairs	2	2,9	68
Employment and Immigration	2	2,7	74
Canadian International Development Agency	1	2,6	39
Finance	1	2,4	42
Regional Economic Expansion	1	2,4	42
Fisheries and Oceans	1	2,1	48
Agriculture	1	1,4	71
Industry, Trade and Commerce	1	1,1	93
Canadian Transport Commission	0	0,0	15
Revenue Canada (Customs and Excise, Taxation)	0	0,0	63
Environment	0	0,0	99
National Defence (civilian)	0	0,0	30
Public Works	0	0,0	53
Supply and Services	0	0,0	70
Foreign Investment Review Agency	0	0,0	7
Insurance	0	0,0	2
National Energy Board	0	0,0	9
National Parole Board	0	0,0	1
Office of the Commissioner of Official Languages	0	0,0	5
Public Archives of Canada	0	0,0	3
Public Service Staff Relations Board	0	0,0	7
Solicitor General	0	0,0	12
Veterans Affairs	0	0,0	12

<sup>a</sup>Some executives are seconded to other departments; numbers and percentages are calculated on employee's department. Included are 5 unconverted SXs; SMs are not included. See Explanatory Notes.

Source: Management Resources Information System.



Table 17

**Women in the Scientific and Professional Category**

Number and percentage of women in the Scientific and Professional Category, by department, 1981

Department	Women		Total employees in category
	No.	%	
Federal Court	2	100,0	2
Office of the Commissioner of Official Languages	1	100,0	1
Veterans Affairs	453	80,6	562
National Library of Canada	126	64,3	196
Public Service Commission	441	56,5	780
National Health and Welfare	1 020	52,9	1 929
National Parole Board	1	50,0	2
Treasury Board (Office of the Comptroller General)	2	50,0	4
Royal Canadian Mounted Police (civilian)	6	46,2	13
Science and Technology	5	45,5	11
Indian Affairs and Northern Development	747	44,4	1 682
Secretary of State of Canada	11	42,3	26
Correctional Service of Canada	230	38,0	606
External Affairs	14	37,8	37
Solicitor General	10	35,7	28
National Museums of Canada	27	27,6	98
Public Archives of Canada	30	26,8	112
Statistics Canada	163	22,6	720
Justice	123	22,0	558
Canadian Grain Commission	5	20,0	25
Canadian Human Rights Commission	1	20,0	5
Privy Council Office	1	20,0	5
Employment and Immigration	38	19,7	193
Regional Economic Expansion	12	19,0	63
National Defence (civilian)	307	18,0	1 704
Industry, Trade and Commerce	10	17,5	57
Departments with fewer than 100 employees	9	16,7	54
Finance	37	16,2	229
Canadian Radio-television and Telecommunications Commission	5	14,7	34
National Energy Board	22	14,7	150
Bureau of Pensions Advocates	5	13,9	36
Canadian Pension Commission	5	12,8	39
Consumer and Corporate Affairs	23	10,0	230
Labour	5	9,8	51
Agriculture	196	9,6	2 035
Energy, Mines and Resources	110	9,6	1 144
Fisheries and Oceans	87	9,3	938
Canadian Transport Commission	14	8,7	16
Treasury Board (Secretariat)	3	8,3	36
Environment	183	8,0	2 276
Supply and Services	19	7,4	256
Transport	44	6,2	714
National Revenue (Customs and Excise, Taxation)	160	5,8	2 774
Canadian International Development Agency	4	5,6	71
Communications	19	5,4	351
Public Works	24	4,1	589
Prairie Farm Rehabilitation Administration	2	2,6	77
Foreign Investment Review Agency	0	0,0	6
Insurance	0	0,0	19

Source: Department of Supply and Services

Table 18

**Women in the Administrative and Foreign Service Category**

Number and percentage of women in the Administrative and Foreign Service Category, by department, 1981

Department	Women		Total employees in category
	No.	%	
Bureau of Pensions Advocates	16	59,3	27
Justice	59	54,6	108
Secretary of State of Canada	959	50,9	1 883
Office of the Commissioner of Official Languages	34	47,2	72
Canadian Human Rights Commission	30	46,9	64
Royal Canadian Mounted Police (civilian)	100	46,5	215
National Library of Canada	19	46,3	41
Privy Council Office	35	45,5	77
National Parole Board	37	45,1	82
Departments with fewer than 100 employees	90	45,0	200
National Museums of Canada	74	44,6	166
National Health and Welfare	666	43,8	1 519
Finance	53	42,1	126
Public Service Commission	329	41,9	786
Employment and Immigration	3 946	35,9	10 998
Communications	164	35,5	462
Solicitor General	33	35,5	93
Energy, Mines and Resources	189	34,1	554
Treasury Board (Secretariat)	134	34,0	394
Indian Affairs and Northern Development	588	33,8	1 740
Statistics Canada	241	33,6	718
Canadian Pension Commission	16	33,3	48
Federal Court	17	32,1	53
Canadian Radio-television and Telecommunications Commission	63	31,0	203
Veterans Affairs	264	30,8	856
Consumer and Corporate Affairs	165	29,9	552
Canadian International Development Agency	156	27,9	560
Environment	367	27,7	1 324
National Revenue (Customs and Excise, Taxation)	3 384	27,5	12 302
Science and Technology	19	27,1	70
Supply and Services	827	26,8	3 091
Fisheries and Oceans	170	26,5	642
Labour	94	26,3	358
Agriculture	192	24,7	778
Treasury Board (Office of the Comptroller General)	29	24,4	119
Transport	556	24,3	2 285
Public Works	308	23,7	1 299
Canadian Transport Commission	52	23,5	221
Regional Economic Expansion	128	21,4	599
National Energy Board	17	21,3	80
Public Archives of Canada	27	20,8	130
Correctional Service of Canada	329	19,0	1 728
National Defence (civilian)	323	18,8	1 719
Foreign Investment Review Agency	11	17,5	63
Insurance	18	17,1	105
Canadian Grain Commission	4	16,0	25
Industry, Trade and Commerce	229	15,6	1 469
External Affairs	181	14,8	1 226
Veterans' Land Administration	9	11,5	78

Source: Department of Supply and Services

**Table 19****Women in the Technical Category**

Number and percentage of women in the Technical Category, by department, 1981

Department	Women		Total employees in category
	No.	%	
Canadian Human Rights Commission	1	100,0	1
Foreign Investment Review Agency	3	100,0	3
National Parole Board	3	100,0	3
Treasury Board (Office of the Comptroller General)	1	100,0	1
Science and Technology	6	100,0	6
National Library of Canada	37	82,2	45
Veterans Affairs	37	74,0	50
Justice	35	70,0	50
Secretary of State of Canada	27	69,2	39
Privy Council Office	2	66,7	3
Solicitor General	4	66,7	6
Finance	19	52,8	36
Departments with fewer than 100 employees	7	50,0	14
Labour	19	48,7	39
Regional Economic Expansion	10	41,7	24
National Health and Welfare	281	40,4	696
Statistics Canada	291	40,4	720
Treasury Board (Secretariat)	4	40,0	10
Public Archives of Canada	50	38,5	130
Employment and Immigration	22	33,3	66
Royal Canadian Mounted Police (civilian)	23	32,9	70
Correctional Service of Canada	80	32,3	248
National Museums of Canada	76	30,9	246
Industry, Trade and Commerce	17	30,4	56
National Energy Board	9	30,0	30
Public Service Commission	17	27,9	61
Indian Affairs and Northern Development	90	25,9	347
Canadian International Development Agency	4	25,0	16
Canadian Radio-television and Telecommunications Commission	3	21,4	14
External Affairs	23	17,8	129
Supply and Services	20	17,7	113
Agriculture	525	15,4	3 404
Canadian Transport Commission	11	14,9	74
Energy, Mines and Resources	145	13,8	1 052
National Revenue (Customs and Excise, Taxation)	29	13,1	221
Canadian Grain Commission	46	12,0	383
Environment	335	11,5	2 903
Fisheries and Oceans	192	9,6	2 010
Consumer and Corporate Affairs	36	7,0	511
Public Works	64	5,2	1 224
Communications	29	5,1	574
National Defence (civilian)	124	4,5	2 764
Transport	306	3,7	8 180

Source: Department of Supply and Services

**Table 20****Women in the Administrative Support Category**

Number and percentage of women in the Administrative Support Category, by department, 1981

Department	Women		Total employees in category
	No.	%	
Public Service Staff Relations Board	1	100,0	1
Bureau of Pensions Advocates	48	94,1	51
Science and Technology	51	92,7	55
Royal Canadian Mounted Police (civilian)	2 685	92,5	2 902
Treasury Board (Office of the Comptroller General)	33	91,7	36
Justice	450	91,5	492
Secretary of State of Canada	950	89,5	1 062
Prairie Farm Rehabilitation Administration	83	89,2	93
Canadian Human Rights Commission	40	88,9	45
Industry, Trade and Commerce	693	88,4	784
Veterans' Land Administration	67	88,2	76
Labour	298	87,6	340
Regional Economic Expansion	376	87,6	429
Indian Affairs and Northern Development	1 243	87,4	1 422
Correctional Service of Canada	1 223	87,0	1 405
National Museums of Canada	186	86,5	215
Communications	561	86,4	649
Finance	202	86,3	234
Fisheries and Oceans	812	86,2	942
Agriculture	1 377	86,0	1 601
Public Service Commission	672	86,0	781
National Parole Board	133	85,8	155
National Energy Board	96	85,7	112
Treasury Board (Secretariat)	190	85,6	222
Foreign Investment Review Agency	41	85,4	48
Canadian Radio-television and Telecommunications Commission	113	84,3	134
Canadian International Development Agency	331	84,0	394
Employment and Immigration	9 531	83,0	11 487
Solicitor General	81	82,7	98
Consumer and Corporate Affairs	645	82,3	784
National Health and Welfare	2 962	82,3	3 600
National Revenue (Customs and Excise, Taxation)	7 789	81,7	9 532
Departments with fewer than 100 employees	300	81,5	368
Environment	1 530	81,5	1 878
National Defence (civilian)	6 912	81,1	8 518
National Library of Canada	187	81,0	231
Canadian Grain Commission	106	80,3	132
Energy, Mines and Resources	774	80,1	966
Canadian Pensions Commission	176	80,0	220
Canadian Transport Commission	220	80,0	275
Public Works	1 117	79,3	1 409
Office of the Commissioner of Official Languages	36	78,3	46
Transport	2 547	77,9	3 269
Veterans Affairs	1 021	77,3	1 320
Insurance	43	75,4	57
Privy Council Office	122	75,3	162
Statistics Canada	1 710	74,5	2 295
Supply and Services	3 580	74,5	4 806
Federal Court	50	65,8	76
External Affairs	1 016	64,3	1 579
Public Archives of Canada	204	60,9	335

Source: Department of Supply and Services



Table 21

**Women in the Operational Category**

Number and percentage of women in the Operational Category, by department, 1981

Department	Women		Total employees in category
	No.	%	
National Health and Welfare	474	53,6	885
Veterans Affairs	534	40,1	1 331
Indian Affairs and Northern Development	167	35,2	474
National Library of Canada	1	33,3	3
Supply and Services	446	29,2	1 527
Privy Council Office	4	26,7	15
Royal Canadian Mounted Police (civilian)	109	25,4	429
Departments with fewer than 100 employees	12	21,1	57
Employment and Immigration	12	16,2	74
National Defence (civilian)	2 648	13,5	19 648
Public Works	453	11,6	3 911
Federal Court	1	11,1	9
National Museums of Canada	17	8,2	207
Environment	138	8,0	1 733
National Revenue (Customs and Excise, Taxation)	17	7,1	239
Agriculture	107	6,9	1 547
Fisheries and Oceans	26	3,6	717
Correctional Service of Canada	195	3,3	5 973
Consumer and Corporate Affairs	1	3,3	30
Communications	2	2,8	71
Canadian Grain Commission	5	2,3	214
External Affairs	2	1,1	181
Transport	59	1,1	5 432
Energy, Mines and Resources	1	0,4	284
Canadian International Development Agency	0	0,0	5
Canadian Transport Commission	0	0,0	1
Finance	0	0,0	8
Foreign Investment Review Agency	0	0,0	2
Industry, Trade and Commerce	0	0,0	16
Justice	0	0,0	6
Labour	0	0,0	8
National Energy Board	0	0,0	2
National Parole Board	0	0,0	1
Office of the Commissioner of Official Languages	0	0,0	3
Treasury Board (Office of the Comptroller General)	0	0,0	1
Public Archives of Canada	0	0,0	45
Public Service Commission	0	0,0	23
Regional Economic Expansion	0	0,0	4
Science and Technology	0	0,0	1
Secretary of State of Canada	0	0,0	7
Solicitor General	0	0,0	1
Statistics Canada	0	0,0	45
Treasury Board (Secretariat)	0	0,0	1

Source: Department of Supply and Services

Table 22

**Francophones in the Management Category**Number and percentage of francophones in the Management Category (EX group)<sup>a</sup>, by department, 1981

Department	Francophones <sup>b</sup>		Total employees in category
	No.	%	
Justice	7	77,8	9
Office of the Commissioner of Official Languages	3	60,0	5
Secretary of State of Canada	15	57,7	26
Canadian Human Rights Commission	2	50,0	4
Canadian International Development Agency	15	38,5	39
Public Service Commission	9	37,5	24
Public Archives of Canada	1	33,3	3
Transport	30	31,6	95
External Affairs	21	30,9	68
Consumer and Corporate Affairs	8	28,6	28
Foreign Investment Review Agency	2	28,6	7
Canadian Radio-television and Telecommunications Commission	2	28,6	7
Correctional Service of Canada	6	27,3	22
Communications	10	26,3	38
Regional Economic Expansion	11	26,2	42
Treasury Board (Secretariat)	25	25,8	97
Departments with fewer than 100 employees	12	25,5	47
Supply and Services	17	24,3	70
Labour	3	23,1	13
Employment and Immigration Canada	16	21,6	74
Indian Affairs and Northern Development	11	21,2	52
National Museums of Canada	1	20,0	5
Agriculture	13	18,3	71
National Revenue (Customs and Excise, Taxation)	11	17,5	63
Public Works	9	17,0	53
National Health and Welfare	11	16,7	66
Solicitor General	2	16,7	12
Privy Council Office	4	16,0	25
Science and Technology	3	15,8	19
Statistics Canada	7	14,9	47
Treasury Board (Office of the Comptroller General)	4	14,8	27
Finance	6	14,3	42
Public Service Staff Relations Board	1	14,3	7
Canadian Transport Commission	2	13,3	15
Environment	13	13,1	99
Industry, Trade and Commerce	10	10,8	93
Fisheries and Oceans	4	8,3	48
Veterans Affairs	1	8,3	12
Energy, Mines and Resources	6	7,1	84
National Defence (civilian)	2	6,7	30
Insurance	0	0,0	2
National Energy Board	0	0,0	9
National Parole Board	0	0,0	1

<sup>a</sup>Some executives are seconded to other departments; numbers and percentages are calculated on employee's departments. Included are 17 unconverted SXs; SMs are not included. See Explanatory Notes.

<sup>b</sup>Fluctuations from 1980 to 1981 in the number and percentage of francophones in certain departments may be due to the conversion of 246 persons to the EX group, largely from the Scientific and Professional Category.

Source: Management Resources Information System

Table 23

**Francophones in the Scientific and Professional Category**

Number and percentage of francophones in the Scientific and Professional Category, by department, 1981

Department	Francophones		Anglophones and Francophones	Total employees in category
	No.	%		
Public Service Commission	588	76,6	768	780
Secretary of State of Canada	14	53,8	26	26
Treasury Board (Office of the Comptroller General)	2	50,0	4	4
Canadian International Development Agency	30	42,3	71	71
Departments with fewer than 100 employees	12	33,3	36	54
Insurance	6	31,6	19	19
Veterans Affairs	161	28,8	560	562
Public Archives of Canada	32	28,6	112	112
Correctional Service of Canada	165	28,4	581	606
Employment and Immigration	50	26,3	190	193
Regional Economic Expansion	16	25,8	62	63
National Defence (civilian)	424	25,3	1 679	1 704
Justice	136	24,7	551	558
National Revenue (Customs and Excise, Taxation)	671	24,3	2 766	2 774
Supply and Services	62	24,2	256	256
National Library of Canada	46	23,7	194	196
Treasury Board (Secretariat)	8	22,9	35	36
Statistics Canada	157	22,2	706	720
Canadian Human Rights Commission	1	20,0	5	5
Bureau of Pensions Advocates	7	19,4	36	36
Finance	43	19,0	226	229
Agriculture	356	17,7	2 012	2 035
Communications	60	17,1	350	351
Public Works	96	16,4	584	589
Canadian Transport Commission	26	16,1	161	161
Transport	111	15,9	698	714
Labour	8	15,7	51	51
Royal Canadian Mounted Police (civilian)	2	15,4	13	13
Consumer and Corporate Affairs	34	14,8	230	230
Canadian Radio-television and Telecommunications Commission	5	14,7	34	34
Environment	326	14,4	2 269	2 276
National Health and Welfare	265	14,1	1 876	1 929
Canadian Pension Commission	5	12,8	39	39
External Affairs	4	11,4	35	37
National Museums of Canada	11	11,2	98	98
Energy, Mines and Resources	109	9,6	1 141	1 144
Industry, Trade and Commerce	5	9,4	53	57
Indian Affairs and Northern Development	111	7,8	1 422	1 682
Fisheries and Oceans	66	7,1	934	938
Solicitor General	2	7,1	28	28
National Energy Board	10	6,8	148	150
Canadian Grain Commission	0	0,0	23	25
Federal Court	0	0,0	0	2
Foreign Investment Review Agency	0	0,0	6	6
National Parole Board	0	0,0	2	2
Office of the Commissioner of Official Languages	0	0,0	1	1
Prairie Farm Rehabilitation Administration	0	0,0	53	77
Privy Council Office	0	0,0	5	5
Science and Technology	0	0,0	11	11

Source: Department of Supply and Services

Table 24

**Francophones in the Administrative and Foreign Service Category**

Number and percentage of francophones in the Administrative and Foreign Service Category, by department, 1981

Department	Francophones		Anglophones and Francophones	Total employees in category
	No.	%		
Secretary of State of Canada	1 320	70,1	1 883	1 883
Office of the Commissioner of Official Languages	49	68,1	72	72
Public Service Commission	370	47,4	780	786
Justice	50	46,7	107	108
Canadian International Development Agency	253	45,3	559	560
Canadian Radio-television and Telecommunications Commission	88	44,4	198	203
Privy Council Office	32	41,6	77	77
Departments with fewer than 100 employees	78	41,5	188	200
National Parole Board	33	40,2	82	82
Finance	45	36,6	123	126
Science and Technology	24	34,3	70	70
Communications	154	33,3	462	462
Public Archives of Canada	42	32,3	130	130
Canadian Transport Commission	71	32,1	221	221
Statistics Canada	224	31,7	707	718
Correctional Service of Canada	540	31,3	1 725	1 728
Regional Economic Expansion	185	31,2	593	599
Employment and Immigration	3 303	30,3	10 902	10 998
National Museums of Canada	50	30,1	166	166
Consumer and Corporate Affairs	158	28,6	552	552
Solicitor General	24	27,3	88	93
Energy, Mines and Resources	149	26,9	553	554
Treasury Board (Secretariat)	105	26,8	392	394
Supply and Services	813	26,4	3 083	3 091
Treasury Board (Office of the Comptroller General)	31	26,1	119	119
Federal Court	10	24,4	41	53
Environment	319	24,3	1 315	1 324
External Affairs	295	24,3	1 213	1 226
National Health and Welfare	363	24,2	1 498	1 519
Foreign Investment Review Agency	15	23,8	63	63
National Revenue (Customs and Excise, Taxation)	2 834	23,1	12 272	12 302
Royal Canadian Mounted Police (civilian)	49	23,0	213	215
Transport	509	22,7	2 238	2 285
Labour	80	22,5	356	358
National Library of Canada	9	22,0	41	41
Canadian Human Rights Commission	14	21,9	64	64
Agriculture	161	21,1	764	778
Public Works	272	21,1	1 292	1 299
Canadian Pension Commission	10	20,8	48	48
Insurance	21	20,0	105	105
Veterans Affairs	171	20,0	854	856
Industry, Trade and Commerce	263	18,1	1 452	1 469
National Defence (civilian)	299	17,5	1 712	1 719
Indian Affairs and Northern Development	278	17,4	1 594	1 740
Fisheries and Oceans	98	15,3	639	642
Bureau of Pensions Advocates	4	14,8	27	27
Veterans' Land Administration	9	11,5	78	78
National Energy Board	9	11,3	80	80
Canadian Grain Commission	1	4,0	25	25

Source: Department of Supply and Services



Table 25

**Francophones in the Technical Category**

Number and percentage of francophones in the Technical Category, by department, 1981

Department	Francophones		Anglophones and Francophones	Total employees in category
	No.	%		
Privy Council Office	2	66,7	3	3
Canadian International Development Agency	10	62,5	16	16
Public Service Commission	37	60,7	61	61
Secretary of State of Canada	23	59,0	39	39
Canadian Radio-television and Telecommunications Commission	7	50,0	14	14
Departments with fewer than 100 employees	5	50,0	10	14
Employment and Immigration	27	40,9	66	66
Justice	18	36,0	50	50
Public Archives of Canada	46	35,7	129	130
Statistics Canada	244	34,1	716	720
Supply and Services	38	33,9	112	113
Regional Economic Expansion	8	33,3	24	24
Industry, Trade and Commerce	17	30,4	56	56
Treasury Board (Secretariat)	3	30,0	10	10
National Library of Canada	12	27,9	43	45
Finance	10	27,8	36	36
Consumer and Corporate Affairs	139	27,3	510	511
Veterans Affairs	13	26,0	50	50
National Revenue (Customs and Excise, Taxation)	56	25,3	221	221
Public Works	290	24,0	1 209	1 224
Labour	9	23,1	39	39
Agriculture	740	22,1	3 344	3 404
Correctional Service of Canada	53	21,6	245	248
Energy, Mines and Resources	218	20,8	1 048	1 052
National Defence (civilian)	559	20,3	2 748	2 764
National Health and Welfare	137	20,1	681	696
Communications	115	20,0	574	574
Transport	1 517	18,8	8 089	8 180
Science and Technology	1	16,7	6	6
Solicitor General	1	16,7	6	6
External Affairs	21	16,3	129	129
National Museums of Canada	38	15,4	246	246
Environment	426	14,8	2 883	2 903
Canadian Transport Commission	10	13,5	74	74
National Energy Board	4	13,3	30	30
Royal Canadian Mounted Police (civilian)	7	10,1	69	70
Indian Affairs and Northern Development	29	9,2	314	347
Fisheries and Oceans	165	8,2	2 006	2 010
Canadian Grain Commission	18	4,8	376	383
Canadian Human Rights Commission	0	0,0	1	1
Foreign Investment Review Agency	0	0,0	3	3
National Parole Board	0	0,0	2	3
Treasury Board (Office of the Comptroller General)	0	0,0	1	1

Source: Department of Supply and Services

Table 26

**Francophones in the Administrative Support Category**

Number and percentage of francophones in the Administrative Support Category, by department, 1981

Department	Francophones		Anglophones and Francophones	Total employees in category
	No.	%		
Office of the Commissioner of Official Languages	42	91,3	46	46
Secretary of State of Canada	755	71,2	1 061	1 062
Public Service Commission	518	66,4	780	781
Canadian Radio-television and Telecommunications Commission	86	65,2	132	134
Canadian International Development Agency	249	63,5	392	394
Treasury Board (Secretariat)	128	57,7	222	222
Departments with fewer than 100 employees	192	56,8	338	368
Science and Technology	31	56,4	55	55
Privy Council Office	84	51,9	162	162
Federal Court	25	47,2	53	76
National Library of Canada	108	47,2	229	231
Treasury Board (Office of the Comptroller General)	17	47,2	36	36
Finance	109	46,8	233	234
Canadian Human Rights Commission	21	46,7	45	45
Consumer and Corporate Affairs	363	46,5	781	784
Canadian Transport Commission	115	42,0	274	275
National Parole Board	65	41,9	155	155
Public Archives of Canada	139	41,5	335	335
Statistics Canada	858	39,8	2 157	2 295
National Museums of Canada	83	38,6	215	215
Solicitor General	36	38,3	94	98
Justice	183	38,0	482	492
Supply and Services	1 806	37,9	4 762	4 806
Regional Economic Expansion	159	37,2	427	429
Communications	239	36,8	649	649
Employment and Immigration	4 109	36,3	11 326	11 487
External Affairs	532	33,9	1 570	1 579
Correctional Service of Canada	460	32,8	1 401	1 405
Labour	108	31,8	340	340
Environment	522	28,0	1 866	1 878
National Revenue (Customs and Excise, Taxation)	2 643	27,9	9 488	9 532
Transport	877	27,7	3 162	3 269
Veterans Affairs	363	27,6	1 316	1 320
Energy, Mines and Resources	265	27,5	964	966
National Health and Welfare	965	27,3	3 540	3 600
Foreign Investment Review Agency	13	27,1	48	48
Industry, Trade and Commerce	203	26,1	777	784
Public Works	354	25,5	1 386	1 409
National Energy Board	28	25,2	111	112
Agriculture	392	24,8	1 579	1 601
Insurance	14	24,6	57	57
Indian Affairs and Northern Development	283	21,7	1 302	1 422
National Defence (civilian)	1 779	21,0	8 456	8 518
Royal Canadian Mounted Police (civilian)	603	20,9	2 885	2 902
Canadian Pension Commission	44	20,1	219	220
Fisheries and Oceans	152	16,2	936	942
Bureau of Pensions Advocates	8	15,7	51	51
Veterans' Land Administration	7	9,3	75	76
Canadian Grain Commission	9	7,2	125	132
Prairie Farm Rehabilitation Administration	0	0,0	64	93
Public Service Staff Relations Board	0	0,0	1	1

Source: Department of Supply and Services

Table 27

**Francophones in the Operational Category**

Number and percentage of francophones in the Operational Category, by department, 1981

Department	Francophones		Anglophones and Francophones	Total employee in category
	No.	%		
Canadian Transport Commission	1	100,0	1	1
Office of the Commissioner of Official Languages	3	100,0	3	3
Science and Technology	1	100,0	1	1
Secretary of State of Canada	7	100,0	7	7
Treasury Board (Secretariat)	1	100,0	1	1
Industry, Trade and Commerce	11	68,8	16	27
Public Service Commission	15	68,2	22	37
Federal Court	5	62,5	8	13
Supply and Services	948	62,3	1 522	2 470
Canadian International Development Agency	3	60,0	5	8
Departments with fewer than 100 employees	30	60,0	50	80
Veterans Affairs	783	59,1	1 324	2 107
Privy Council Office	7	53,8	13	20
Statistics Canada	22	51,2	43	65
Labour	4	50,0	8	12
Regional Economic Expansion	2	50,0	4	6
Employment and Immigration	35	47,3	74	109
National Museums of Canada	95	45,9	207	302
Public Archives of Canada	20	44,4	45	65
Finance	3	37,5	8	11
National Revenue (Customs and Excise, Taxation)	83	34,9	238	321
External Affairs	62	34,8	178	240
Justice	2	33,3	6	8
National Library of Canada	1	33,3	3	4
Correctional Service of Canada	1 965	33,1	5 937	7 902
Public Works	1 272	32,8	3 874	5 146
Energy, Mines and Resources	93	32,7	284	377
Consumer and Corporate Affairs	9	30,0	30	39
Transport	1 214	22,8	5 313	6 527
Communications	15	21,1	71	86
Royal Canadian Mounted Police (civilian)	90	21,1	427	517
National Defence (civilian)	3 492	18,1	19 326	22 818
Agriculture	262	17,2	1 524	1 786
Environment	217	12,8	1 696	1 913
National Health and Welfare	83	9,9	838	921
Canadian Grain Commission	11	5,4	205	216
Indian Affairs and Northern Development	21	5,3	397	418
Fisheries and Oceans	24	3,4	714	738
Foreign Investment Review Agency	0	0,0	2	2
National Energy Board	0	0,0	2	2
National Parole Board	0	0,0	1	1
Treasury Board (Office of the Comptroller General)	0	0,0	1	1
Solicitor General	0	0,0	1	1

Source: Department of Supply and Services

Table 28

## Linguistic status of position, category and language group

Number and percentage of employees, by occupational category, linguistic status of the position and language group of employee, 1981

Occupational category	Linguistic status of position	Anglophones	Francophones		Anglophones and Francophones	Total <sup>a</sup>
			No.	%		
Management (EX group) <sup>b</sup>	Bilingual	923	271	22,7	1 194	1 194
	English	159	2	1,2	161	161
	French	0	0	0,0	0	0
	English or French	42	21	33,3	63	63
	<b>Total</b>	<b>1 202</b>	<b>314</b>	<b>20,2</b>	<b>1 516</b>	<b>1 558</b>
Scientific and Professional	Bilingual	3 609	3 031	45,6	6 640	6 640
	English	11 757	195	1,6	11 952	11 952
	French	34	701	95,4	735	735
	English or French	630	127	16,8	757	757
	<b>Total</b>	<b>16 917</b>	<b>4 243</b>	<b>19,6</b>	<b>21 160</b>	<b>21 689</b>
Administrative and Design Service	Bilingual	9 000	11 017	55,0	20 017	20 017
	English	25 935	473	1,8	26 408	26 408
	French	42	2 118	98,1	2 160	2 160
	English or French	1 234	326	20,9	1 560	1 560
	<b>Total</b>	<b>37 532</b>	<b>14 284</b>	<b>27,3</b>	<b>51 816</b>	<b>52 308</b>
Technical	Bilingual	1 799	3 040	62,8	4 839	4 839
	English	17 318	465	2,6	17 783	17 783
	French	43	1 054	96,1	1 097	1 097
	English or French	1 022	261	20,3	1 283	1 283
	<b>Total</b>	<b>21 216</b>	<b>5 073</b>	<b>19,1</b>	<b>26 289</b>	<b>26 572</b>
Administrative Support	Bilingual	5 446	11 465	67,8	16 911	16 911
	English	33 656	1 481	4,2	35 137	35 137
	French	157	5 350	97,1	5 507	5 507
	English or French	3 069	1 514	33,0	4 583	4 583
	<b>Total</b>	<b>46 016</b>	<b>21 144</b>	<b>31,0</b>	<b>67 160</b>	<b>68 123</b>
Operational	Bilingual	737	2 061	73,7	2 798	2 798
	English	27 776	576	2,0	28 352	28 352
	French	225	5 809	96,3	6 034	6 034
	English or French	1 980	1 872	48,6	3 852	3 852
	<b>Total</b>	<b>33 518</b>	<b>10 912</b>	<b>24,2</b>	<b>44 430</b>	<b>45 171</b>
Other categories <sup>c</sup>	Bilingual	21 567	30 955	58,9	52 522	52 522
	English	116 624	3 193	2,7	119 817	119 817
	French	501	15 032	96,8	15 533	15 533
	English or French	7 979	4 121	34,1	12 100	12 100
	<b>Grand total</b>	<b>156 506</b>	<b>56 044</b>	<b>26,0</b>	<b>212 550</b>	<b>215 643</b>

<sup>a</sup> 671 cases, neither the first official language of the employee nor the linguistic status of the position was filed.

<sup>b</sup> Includes some SXs. See Explanatory Notes.

<sup>c</sup> Includes 222 positions that have not been converted to one of the six occupational categories.

Source: Department of Supply and Services



Table 29

**Appointments and type of employment**

Number of appointments to and within the Public Service, by type of employment, 1980 and 1981

Type of employment	1980			1981		
	To the Public Service	Within the Public Service	Total	To the Public Service	Within the Public Service	Total
<b>Indeterminate</b>						
• Full-time	9 495	51 767	61 262	11 716	54 153	65 869
• Part-time	216	216	432	251	319	570
• Seasonal	739	585	1 324	748	607	1 355
<b>Total<sup>b</sup></b>	<b>10 450</b>	<b>52 568</b>	<b>63 018</b>	<b>12 716</b>	<b>55 083</b>	<b>67 799</b>
<b>Specified term</b>						
• Full-time	4 084	33 651	37 735	5 174	40 684	45 858
• Part-time	156	703	859	241	904	1 145
• Seasonal	3	7	10	6	17	23
<b>Total<sup>b</sup></b>	<b>4 243</b>	<b>34 361</b>	<b>38 604</b>	<b>5 425</b>	<b>41 611</b>	<b>47 036</b>
<b>All types of employment</b>						
• Full-time	13 579	85 418	98 997	16 902	94 896	111 798
• Part-time	372	919	1 291	493	1 224	1 717
• Seasonal	742	592	1 334	754	624	1 378
<b>Grand total<sup>c</sup></b>	<b>14 693</b>	<b>86 929</b>	<b>101 622</b>	<b>18 155</b>	<b>96 758</b>	<b>115 000</b>

<sup>a</sup>Includes 104 employees in 1981 whose appointment documents do not specify to or within the Public Service.

<sup>b</sup>The sum of the totals does not agree with the grand total because, in 96 appointments in 1981, type of employment (indeterminate or specified term) was not specified on appointment documents.

<sup>c</sup>Includes 38 appointments in 1981 where type of employment (full-time, part-time or seasonal) was not specified on appointment documents.

Table 30a

**Appointments and the Senior Executive Category**

Number and percentage of appointments to and within the Senior Executive Category, by type of appointment, by sex and by language group, 1980

Type of appointment	Women		Francophones		Total
	No.	%	No.	%	
Outside Recruitment	3	10,3	9	33,3	12
Promotions	12	5,6	46	22,0	58
Lateral Transfers	6	2,9	42	21,0	48
Downward Transfers	0	0,0	1	20,0	1
<b>Total</b>	<b>21</b>	<b>4,6</b>	<b>98</b>	<b>22,2</b>	<b>119</b>

Table 30b

**Appointments and the Management Category**Number and percentage of appointments to and within the Management Category (EX group)<sup>a</sup>, by type of appointment and by under-represented group, 1981

Type of appointment	Women		Francophones		Indigenous people		Total
	No.	%	No.	%	No.	%	
Outside Recruitment	5	10,4	17	35,4	0	0,0	22
Promotions	15	7,5	36	18,0	1	0,5	52
Redeployments	7	5,6	29	23,0	0	0,0	36
Demotions	0	0,0	1	11,1	0	0,0	1
<b>Total</b>	<b>27</b>	<b>7,0</b>	<b>83</b>	<b>21,7</b>	<b>1</b>	<b>0,3</b>	<b>111</b>

<sup>a</sup>See Explanatory Notes.

Note: The conversions to the EX group do not constitute appointments.

Table 31

## Appointments and category

Number and percentage of appointments to and within the Public Service, by category and type of appointment, 1980 and 1981

Occupational category	Type of appointment	1980		1981		
		No.	%	No.	%	
Scientific and Professional						
Outside the Public Service		1 711	25,6	2 267	29,1	
Within the Public Service	■ Promotions	2 098	31,4	2 463	31,6	
	■ Transfers	● Lateral	421	6,3	619	8,0
		• reappointment for an additional term				
		• other	2 326	34,8	2 252	28,9
		● Downward	100	1,5	157	2,0
	■ Demotions	0	0,0	0	0,0	
Total <sup>a</sup>		6 681	100,0	7 786	100,0	
Administrative and Foreign Service						
Outside the Public Service		2 155	11,7	3 587	16,5	
Within the Public Service	■ Promotions	6 336	34,4	9 398	43,2	
	■ Transfers	● Lateral	985	5,4	1 337	6,1
		• reappointment for an additional term				
		• other	8 476	46,1	6 655	30,6
		● Downward	384	2,1	729	3,3
	■ Demotions	0	0,0	0	0,0	
Total <sup>a</sup>		18 395	100,0	21 778	100,0	

Table 31 cont'd

Occupational category	Type of appointment	1980		1981	
		No.	%	No.	
Technical					
To the Public Service		1 506	18,5	2 098	2
Within the Public Service	■ Promotions	3 039	37,3	3 435	3
	■ Transfers				
	● Lateral				
		• reappointment for an additional term	927	11,4	1 238
		• other	2 469	30,3	2 679
	● Downward	173	2,1	333	
	■ Demotions	0	0,0	0	
Total*		8 144	100,0	9 818	10
Administrative Support					
To the Public Service		5 502	11,6	6 106	1
Within the Public Service	■ Promotions	10 130	21,4	11 389	2
	■ Transfers				
	● Lateral				
		• reappointment for an additional term	10 720	22,7	17 222
		• other	19 701	41,7	17 863
	● Downward	921	1,9	1 262	
	■ Demotions	1	0,0	2	
Total*		47 234	100,0	53 996	10

Occupational category	Type of appointment	1980		1981			
		No.	%	No.	%		
Operational							
Within the Public Service		3 741	18,1	4 010	18,9		
Within the Public Service	■ Promotions	2 658	12,9	3 371	15,9		
	■ Transfers	● Lateral	• reappointment for an additional term	4 562	22,1	6 583	31,1
			• other	9 178	44,5	6 644	31,4
		● Downward	426	2,1	522	2,5	
	■ Demotions	0	0,0	3	0,0		
	Total <sup>a</sup>		20 646	100,0	21 185	100,0	
Management Categories <sup>b</sup>							
Within the Public Service		14 664	14,5	18 107	15,8		
Within the Public Service	■ Promotions	24 270	24,0	30 062	26,2		
	■ Transfers	● Lateral	• reappointment for an additional term	17 615	17,4	27 007	23,6
			• other	42 161	41,7	36 103	31,5
		● Downward	2 004	2,0	3 003	2,6	
	■ Demotions	1	0,0	5	0,0		
	Grand total		101 170	100,0	114 634	100,0	

<sup>a</sup> 5 cases in 1980 and 243 in 1981, type of appointment was not specified on appointment documents.

<sup>b</sup> 70 employees in 1980 and 71 in 1981. Some positions have not been converted to one of the occupational categories.

<sup>c</sup> Does not include appointments to and within the Management Category. See tables 30a and 30b.



**Table 32a****Appointments in the Senior Executive Category and employee mobility**

Inter- and intra-departmental appointments within the Senior Executive Category, by type of appointment and employee mobility, 1980

Type of appointment	Inter-departmental		Intra-departmental		Total
	No.	%	No.	%	
Promotions	48	22,5	165	77,5	213
Lateral transfers	61	29,9	143	70,1	204
Downward transfers	2	33,3	4	66,7	6
<b>Total</b>	<b>111</b>	<b>26,2</b>	<b>312</b>	<b>73,8</b>	<b>423</b>

**Table 32b****Appointments in the Management Category and employee mobility**Inter- and intra-departmental appointments within the Management Category (EX group)<sup>a</sup>, by type of appointment and employee mobility, 1981

Type of appointment	Inter-departmental		Intra-departmental		Total
	No.	%	No.	%	
Promotions	39	19,5	161	80,5	200
Redeployments	62	49,2	64	50,8	126
Demotions	2	22,2	7	77,8	9
<b>Total</b>	<b>103</b>	<b>30,7</b>	<b>232</b>	<b>69,3</b>	<b>335</b>

<sup>a</sup>Includes some SXs. See Explanatory Notes.

Table 33

## Appointments and employee mobility

Number and percentage of appointments within the Public Service, by type of appointment and employee mobility, 1980 and 1981

Type of appointment	Employee mobility	1980		1981	
		No.	%	No.	%
Promotion					
	● Departments				
	• between departments	1 635	6,7	2 589	8,6
	• within departments	22 635	93,3	27 448	91,3
	<b>Total*</b>	<b>24 270</b>	<b>100,0</b>	<b>30 062</b>	<b>100,0</b>
	● Group				
	• change of group or sub-group	3 814	15,7	9 657	32,1
	• no change of group or sub-group	20 456	84,3	20 380	67,8
	<b>Total</b>	<b>24 270</b>	<b>100,0</b>	<b>30 062</b>	<b>100,0</b>
	● Type of employment				
	• indeterminate to indeterminate	20 419	84,1	24 540	81,6
	• indeterminate to specified term	147	0,6	277	0,9
	• specified term to indeterminate	2 038	8,4	3 400	11,3
	• specified term to specified term	1 666	6,9	1 823	6,1
	<b>Total</b>	<b>24 270</b>	<b>100,0</b>	<b>30 062</b>	<b>100,0</b>

Table 33 cont'd

Type of appointment		Employee mobility		1980		1981		
				No.	%	No.		
Transfer								
■ Lateral	■ Reappointment for an additional term			17 615	100,0	27 007	10	
		■ Other	● Departments	• between departments	3 208	7,6	2 935	
				• within departments	38 953	92,4	33 122	9
				Total*	42 161	100,0	36 103	10
				● Group	• change of group or sub-group	6 341	15,0	521
		• no change of group or sub-group	35 820		85,0	35 555	9	
		Total	42 161		100,0	36 103	10	
		● Type of employment	• indeterminate to indeterminate		21 239	50,4	16 351	
			• indeterminate to specified term	365	0,9	333		
			• specified term to indeterminate	6 808	16,1	7 655		
			• specified term to specified term	13 749	32,6	11 742		
			Total	42 161	100,0	36 103	1	
			■ Downward	● Departments	• between departments	297	14,8	575
		• within departments			1 707	85,2	2 422	
		Total*			2 004	100,0	3 003	1
● Group	• no change of group or sub-group	632			31,5	1 523		
	• change of group or sub-group	1 372			68,5	1 474		
	Total	2 004			100,0	3 003	1	

e of appointment	Employee mobility	1980		1981		
		No.	%	No.	%	
Downward Transfer (cont'd)	● Type of employment	• indeterminate to indeterminate	1 300	64,9	2 095	69,8
		• indeterminate to specified term	79	3,9	98	3,3
		• specified term to indeterminate	226	11,3	428	14,3
		• specified term to specified term	399	19,9	377	12,6
		Total	2 004	100,0	3 003	100,0
	motion		1	100,0	5	100,0
types of appointment <sup>b</sup>	● Departments	• between departments	5 314	6,1	6 147	6,4
		• within departments	80 739	93,3	90 160	93,5
		Total*	86 506	100,0	96 423	100,0
	● Group	• change of group or sub-group	10 923	12,6	11 879	12,3
		• no change of group or sub-group	75 129	86,8	84 452	87,6
		Total	86 506	100,0	96 423	100,0
	● Type of employment	• indeterminate to indeterminate	42 960	49,7	43 111	44,7
		• indeterminate to specified term	591	0,7	743	0,8
		• specified term to indeterminate	9 072	10,5	11 640	12,1
		• specified term to specified term	33 883	39,2	40 865	42,4
		Total	86 506	100,0	96 423	100,0

sum of the totals does not agree with the sum of  
types of appointment because, in 453 cases in  
and 116 in 1981, department was not specified  
appointment documents.

des 455 employees in 1980 and 243 in 1981  
the type of appointment was not specified on  
appointment documents.

Does not include appointments within the  
Management Category. See tables 32a and 32b.



Table 34

**Appointments and selection process**

Number and percentage of appointments within the Public Service, by type and selection process, 1980 and 1981

		1980		1981		
Type of appointment		No.	%	No.		
Promotion						
	● with competition	• poster	15 602	64,3	21 151	7
		• inventory	1 854	7,6	3 305	1
	● without competition	• reclassification	4 106	16,9	5 132	1
		• other processes	2 708	11,2	465	
Total			24 270	100,0	30 062	10
Transfer						
■ Lateral	■ Reappointment for an additional term	● with competition	• poster	3 457	5,8	1 128
			• inventory	3 631	6,1	23 334
		● without competition	• reclassification	1	0,0	8
			• other processes	10 526	17,6	2 533
■ Other		● with competition	• poster	14 275	23,9	8 060
			• inventory	7 821	13,1	11 040
		● without competition	• reclassification	1 199	2,0	25
			• other processes	18 866	31,6	16 956
Total			59 776	100,0	63 110	1

Type of appointment	Selection process	1980		1981		
		No.	%	No.	%	
■ Downward	● with competition	• poster	520	25,9	793	26,4
		• inventory	150	7,5	519	17,3
	● without competition	• reclassification	59	2,9	293	9,8
		• other processes	1 275	63,6	1 395	46,5
	Total		2 004	100,0	3 003	100,0
	Promotion		1	100,0	5	100,0
Types of appointment*	● with competition	• poster	34 010	39,3	31 224	32,4
		• inventory	13 683	15,8	38 273	39,7
	● without competition	• reclassification	5 365	6,2	5 479	5,7
		• other processes	33 448	38,7	21 397	22,2
	Grand total <sup>b</sup>		86 506	100,0	96 423	100,0

\* Includes 455 employees in 1980 and 243 in 1981 for which the type of appointment was not specified on appointment documents.

\* Includes 50 appointments in 1981 for which the selection process was not specified on appointment documents.

<sup>b</sup> Does not include appointments within the Management Category.

Table 35

**Appointments, geographic area and sex**

Number and percentage of appointments to and within the Public Service, by geographic area and sex, 1980 and 1981

1980										
Geographic area	To the Public Service				Within the Public Service				Grand total <sup>a</sup>	
	Men	Women			Men	Women				
		No.	%	Total <sup>a</sup>		No.	%	Total <sup>a</sup>	No.	
Newfoundland	212	116	35,4	328	1 294	663	33,9	1 957	2 285	2 285
Prince Edward Island	27	22	44,9	49	228	229	50,1	457	506	506
Nova Scotia	566	257	31,2	823	4 368	1 968	31,1	6 336	7 159	7 159
New Brunswick	219	283	56,4	502	1 431	1 493	51,1	2 924	3 426	3 426
Quebec (except NCR)	885	771	46,6	1 656	6 603	6 762	50,6	13 365	15 021	15 021
Ontario (except NCR)	1 000	1 047	51,1	2 047	6 121	7 746	55,9	13 867	15 914	15 914
Manitoba	491	709	59,1	1 200	1 891	2 326	55,2	4 217	5 417	5 417
Saskatchewan	337	368	52,2	705	940	1 175	55,5	2 116	2 821	2 821
Alberta	1 021	992	49,3	2 013	2 262	2 759	54,9	5 021	7 034	7 034
British Columbia	885	942	51,6	1 827	4 706	4 064	46,3	8 770	10 597	10 597
Yukon Territory	92	140	60,3	232	217	173	44,4	390	622	622
Northwest Territories	209	241	53,6	450	349	296	45,9	645	1 095	1 095
National Capital Region	1 270	1 584	55,5	2 854	11 480	15 285	57,1	26 765	29 619	29 619
Outside Canada	3	3	50,0	6	79	17	17,7	96	102	102
<b>Total<sup>b</sup></b>	<b>7 218</b>	<b>7 475</b>	<b>50,9</b>	<b>14 693</b>	<b>41 972</b>	<b>44 956</b>	<b>51,7</b>	<b>86 929</b>	<b>101 622</b>	<b>101 622</b>
1981										
Newfoundland	224	125	30,3	413	1 388	804	34,7	2 319	2 733	2 733
Prince Edward Island	67	50	42,0	119	264	274	50,7	540	659	659
Nova Scotia	649	197	22,0	896	3 847	2 036	33,6	6 059	6 958	6 958
New Brunswick	230	153	38,8	394	1 402	1 689	54,3	3 111	3 505	3 505
Quebec (except NCR)	983	739	41,9	1 763	6 775	8 436	55,2	15 276	17 050	17 050
Ontario (except NCR)	1 266	1 178	44,4	2 656	6 993	9 257	55,4	16 721	19 390	19 390
Manitoba	484	590	50,6	1 165	1 787	2 162	50,7	4 261	5 436	5 436
Saskatchewan	322	386	52,9	730	825	1 091	55,7	1 957	2 688	2 688
Alberta	1 104	1 131	48,4	2 336	2 373	2 808	53,7	5 233	7 575	7 575
British Columbia	999	1 025	49,2	2 085	4 695	4 677	49,5	9 451	11 546	11 546
Yukon Territory	73	114	58,8	194	176	167	48,4	345	540	540
Northwest Territories	193	267	54,8	487	309	299	48,1	621	1 109	1 109
National Capital Region	2 087	2 469	51,2	4 819	12 615	17 571	57,4	30 588	35 445	35 445
Outside Canada	38	46	47,9	96	159	100	38,2	262	358	358
<b>Total<sup>b</sup></b>	<b>8 720</b>	<b>8 470</b>	<b>46,7</b>	<b>18 155</b>	<b>43 610</b>	<b>51 382</b>	<b>53,1</b>	<b>96 758</b>	<b>115 017</b>	<b>115 017</b>

<sup>a</sup>Includes one employee in 1980 and 2 738 in 1981 where sex was not specified on the appointment document; includes 104 appointments in 1981 where documents did not specify to or within the Public Service.

<sup>b</sup>Includes 4 appointments in 1980 and 25 in 1981 where geographic area was not specified.

Table 36

**Appointments, geographic area and language group**

Number and percentage of appointments to and within the Public Service, by geographic area and language group, 1980 and 1981

Geographic area	1980									
	To the Public Service				Within the Public Service				Grand total <sup>a</sup>	
	Anglophones	Francophones			Anglophones	Francophones				
		No.	%	Total <sup>a</sup>		No.	%	Total <sup>a</sup>	No.	%
Newfoundland	325	1	0,3	328	1 954	3	0,2	1 957	2 285	2,2
Prince Edward Island	48	1	2,0	49	438	17	3,7	457	506	0,5
Nova Scotia	788	34	4,1	823	6 301	34	0,5	6 336	7 159	7,0
New Brunswick	343	144	29,6	502	2 349	535	18,6	2 924	3 426	3,4
Quebec (except NCR)	81	1 570	95,1	1 656	444	12 906	96,7	13 365	15 021	14,8
Ontario (except NCR)	1 995	45	2,2	2 047	13 569	269	1,9	13 867	15 914	15,7
Manitoba	1 193	7	0,6	1 200	4 199	16	0,4	4 217	5 417	5,3
Saskatchewan	703	2	0,3	705	2 107	7	0,3	2 116	2 821	2,8
Alberta	1 997	14	0,7	2 013	5 007	12	0,2	5 021	7 034	6,9
British Columbia	1 818	8	0,4	1 827	8 743	14	0,2	8 770	10 597	10,4
Yukon Territory	232	0	0,0	232	389	1	0,3	390	622	0,6
Northwest Territories	444	4	0,9	450	616	28	4,3	645	1 095	1,1
National Capital Region	1 903	914	32,4	2 854	18 416	8 054	30,4	26 765	29 619	29,1
Outside Canada	3	3	50,0	6	68	26	27,7	96	102	0,1
Total <sup>b</sup>	11 874	2 747	18,8	14 693	64 602	21 923	25,3	86 929	101 622	100,0
1981										
Newfoundland	381	7	1,8	413	2 290	7	0,3	2 319	2 733	2,4
Prince Edward Island	101	15	12,9	119	502	38	7,0	540	659	0,6
Nova Scotia	831	51	5,8	896	5 981	71	1,2	6 059	6 958	6,0
New Brunswick	287	103	26,4	394	2 218	887	28,6	3 111	3 505	3,0
Quebec (except NCR)	122	1 633	93,0	1 763	513	14 748	96,6	15 276	17 050	14,8
Ontario (except NCR)	2 430	143	5,6	2 656	16 002	647	3,9	16 721	19 390	16,9
Manitoba	1 124	28	2,4	1 165	4 159	89	2,1	4 261	5 436	4,7
Saskatchewan	721	8	1,1	730	1 944	8	0,4	1 957	2 688	2,3
Alberta	2 286	39	1,7	2 336	5 164	58	1,1	5 233	7 575	6,6
British Columbia	2 032	29	1,4	2 085	9 344	74	0,8	9 451	11 546	10,0
Yukon Territory	184	2	1,1	194	341	2	0,6	345	540	0,5
Northwest Territories	460	11	2,3	487	593	24	3,9	621	1 109	1,0
National Capital Region	2 897	1 870	39,2	4 819	19 918	10 602	34,7	30 588	35 445	30,8
Outside Canada	69	25	26,6	96	195	67	25,6	262	358	0,3
Total <sup>b</sup>	13 927	3 964	22,2	18 155	69 175	27 325	28,3	96 758	115 017	100,0

<sup>a</sup>Includes 72 appointments to the Public Service and 43 within in 1980, and 264 to and 258 within in 1981, where official language was not specified on appointment documents.

<sup>b</sup>Includes 4 appointments in 1980 and 25 in 1981 where geographic area was not specified on appointment documents.

Table 37

**Appointments, category, linguistic status of position and language group**

Number and percentage of appointments to and within the Public Service, by occupational category, linguistic status of position and language group of employee, 1980 and 1981

1980										
Occupational category	Linguistic status of position	To the Public Service				Within the Public Service				Grand total <sup>a</sup>
		Anglo-phones	Franco-phones		Total <sup>a</sup>	Anglo-phones	Franco-phones		Total <sup>a</sup>	
			No.	%			No.	%		
Management (EX group) <sup>b</sup>	Bilingual	13	8	38,1	23	260	88	25,3	357	380
	English	2	0	0,0	2	42	1	2,3	43	45
	French	0	0	0,0	0	0	0	0,0	0	0
	French or English	1	1	50,0	2	17	0	0,0	17	19
	<b>Total<sup>c</sup></b>	<b>18</b>	<b>9</b>	<b>33,3</b>	<b>29</b>	<b>325</b>	<b>89</b>	<b>21,5</b>	<b>423</b>	<b>452</b>
Scientific and Professional	Bilingual	72	115	61,5	188	653	539	45,2	1 204	1 392
	English	1 280	15	1,2	1 296	3 195	42	1,3	3 241	4 537
	French	5	117	95,9	123	5	269	98,2	274	397
	French or English	75	29	27,9	104	198	50	20,2	248	352
	<b>Total<sup>c</sup></b>	<b>1 432</b>	<b>276</b>	<b>16,2</b>	<b>1 711</b>	<b>4 053</b>	<b>901</b>	<b>18,2</b>	<b>4 970</b>	<b>6 681</b>
Administrative and Foreign Service	Bilingual	125	243	66,0	374	2 690	2 748	50,5	5 558	5 932
	English	1 477	33	2,2	1 511	9 259	117	1,2	9 384	10 895
	French	4	146	97,3	150	8	874	99,1	883	1 033
	French or English	93	27	22,5	120	318	84	20,9	403	523
	<b>Total<sup>c</sup></b>	<b>1 699</b>	<b>449</b>	<b>20,9</b>	<b>2 155</b>	<b>12 282</b>	<b>3 828</b>	<b>23,8</b>	<b>16 240</b>	<b>18 395</b>
Technical	Bilingual	35	90	72,0	127	313	647	67,4	965	1 092
	English	1 152	14	1,2	1 170	5 010	65	1,3	5 084	6 254
	French	1	82	98,8	83	9	278	96,9	287	370
	French or English	97	29	23,0	126	223	78	25,9	301	427
	<b>Total<sup>c</sup></b>	<b>1 285</b>	<b>215</b>	<b>14,3</b>	<b>1 506</b>	<b>5 556</b>	<b>1 068</b>	<b>16,1</b>	<b>6 638</b>	<b>8 144</b>
Administrative Support	Bilingual	201	656	76,5	898	2 323	4 786	67,3	7 263	8 161
	English	3 699	52	1,4	3 756	24 080	531	2,2	24 642	28 398
	French	8	532	98,5	542	57	5 395	99,0	5 458	6 000
	French or English	191	114	37,4	306	2 904	1 441	33,2	4 368	4 674
	<b>Total<sup>c</sup></b>	<b>4 099</b>	<b>1 354</b>	<b>24,8</b>	<b>5 502</b>	<b>29 364</b>	<b>12 154</b>	<b>29,3</b>	<b>41 732</b>	<b>47 234</b>
Operational	Bilingual	21	29	58,0	51	112	241	68,3	361	412
	English	3 167	10	0,3	3 180	12 035	53	0,4	12 093	15 273
	French	5	324	98,5	330	40	2 801	98,6	2 842	3 172
	French or English	103	77	42,8	180	816	786	49,1	1 609	1 789
	<b>Total<sup>c</sup></b>	<b>3 296</b>	<b>440</b>	<b>11,8</b>	<b>3 741</b>	<b>13 003</b>	<b>3 881</b>	<b>23,0</b>	<b>16 905</b>	<b>20 646</b>
All categories <sup>d</sup>	Bilingual	467	1 142	71,0	1 662	6 356	9 050	58,7	15 714	17 376
	English	10 817	124	1,1	10 955	53 630	810	1,5	54 497	65 452
	French	23	1 202	98,1	1 229	119	9 617	98,8	9 744	10 973
	French or English	565	279	33,1	845	4 481	2 439	35,2	6 951	7 796
	<b>Grand total</b>	<b>11 874</b>	<b>2 747</b>	<b>18,8</b>	<b>14 693</b>	<b>64 602</b>	<b>21 923</b>	<b>25,3</b>	<b>86 929</b>	<b>101 622</b>

<sup>a</sup>Includes 72 appointments to the Public Service and 404 within in 1980, and 264 to and 258 within in 1981, where language was not specified on appointment documents.

<sup>b</sup>Includes some SXs. See Explanatory Notes.

<sup>c</sup>In 17 cases in 1980 and 423 in 1981, the language status of the position was not specified.

<sup>d</sup>Includes 2 appointments in 1980 and 36 in 1981 to positions that have not been converted to one of the six occupational categories.



1981

Anglo- phones	To the Public Service			Within the Public Service			Grand total <sup>a</sup>		
	Franco- phones		Total <sup>a</sup>	Anglo- phones		Total <sup>a</sup>	Grand total <sup>a</sup>		
	No.	%		No.	%		No.	%	
23	16	41,0	39	214	66	23,6	280	319	83,3
6	0	0,0	6	48	0	0,0	48	54	14,1
0	0	0,0	0	0	0	0,0	0	0	0,0
2	1	33,3	3	7	0	0,0	7	10	2,6
<b>31</b>	<b>17</b>	<b>35,4</b>	<b>48</b>	<b>269</b>	<b>66</b>	<b>19,7</b>	<b>335</b>	<b>383</b>	<b>100,0</b>
95	194	67,1	293	763	637	45,5	1 401	1 697	21,8
1 526	42	2,7	1 587	3 374	84	2,4	3 461	5 054	64,9
8	171	95,5	179	14	329	95,9	345	524	6,7
130	75	36,6	208	215	83	27,9	298	506	6,5
<b>1 759</b>	<b>482</b>	<b>21,5</b>	<b>2 267</b>	<b>4 369</b>	<b>1 133</b>	<b>20,6</b>	<b>5 508</b>	<b>7 786</b>	<b>100,0</b>
272	473	63,5	748	3 076	3 726	54,8	6 805	7 558	34,7
2 275	86	3,6	2 373	9 781	237	2,4	10 031	12 416	57,0
4	220	98,2	225	8	879	99,1	887	1 113	5,1
137	55	28,6	195	288	87	23,2	375	571	2,6
<b>2 722</b>	<b>845</b>	<b>23,7</b>	<b>3 587</b>	<b>13 202</b>	<b>4 952</b>	<b>27,3</b>	<b>18 170</b>	<b>21 778</b>	<b>100,0</b>
46	196	81,0	243	365	808	68,9	1 175	1 419	14,5
1 493	34	2,2	1 558	5 621	110	1,9	5 745	7 312	74,5
4	112	96,6	117	11	352	97,0	365	482	4,9
133	44	24,9	178	285	124	30,3	410	588	6,0
<b>1 678</b>	<b>386</b>	<b>18,7</b>	<b>2 098</b>	<b>6 293</b>	<b>1 397</b>	<b>18,2</b>	<b>7 709</b>	<b>9 818</b>	<b>100,0</b>
268	993	78,7	1 273	2 380	6 643	73,6	9 039	10 323	19,1
3 804	105	2,7	4 007	26 549	1 019	3,7	27 670	31 688	58,7
9	390	97,7	402	54	6 367	99,2	6 426	6 832	12,7
228	113	33,1	353	2 759	1 759	38,9	4 537	4 892	9,1
<b>4 353</b>	<b>1 627</b>	<b>27,2</b>	<b>6 106</b>	<b>31 879</b>	<b>15 839</b>	<b>33,2</b>	<b>47 861</b>	<b>53 996</b>	<b>100,0</b>
15	58	79,5	73	99	294	74,8	394	469	2,2
3 206	46	1,4	3 295	12 198	136	1,1	12 385	15 699	74,1
12	336	96,6	349	57	2 632	97,9	2 691	3 043	14,4
114	167	59,4	289	783	869	52,6	1 670	1 960	9,3
<b>3 351</b>	<b>607</b>	<b>15,3</b>	<b>4 010</b>	<b>13 144</b>	<b>3 933</b>	<b>23,0</b>	<b>17 149</b>	<b>21 185</b>	<b>100,0</b>
720	1 930	72,8	2 670	6 899	12 175	63,8	19 098	21 790	18,9
12 342	313	2,5	12 864	57 586	1 586	2,7	59 356	72 277	62,8
37	1 229	97,1	1 272	144	10 563	98,7	10 718	11 998	10,4
744	455	37,9	1 226	4 339	2 922	40,2	7 299	8 529	7,4
<b>13 927</b>	<b>3 964</b>	<b>22,2</b>	<b>18 155</b>	<b>69 175</b>	<b>27 325</b>	<b>28,3</b>	<b>96 758</b>	<b>115 017</b>	<b>100,0</b>

Table 38

**Appointments and bilingual positions (linguistic requirement observed)**

Number and percentage of appointments to and within the Public Service to bilingual positions (linguistic requirement observed), by occupational category, type of employment and language group, 1981

Occupational category	Type of employment	1981			
		Anglophones	Francophones		Total <sup>a</sup>
			No.	%	
Management (EX group) <sup>b</sup>	Indeterminate	15	18	100,0	33
	Specified term	0	0	0,0	0
	<b>Total<sup>c</sup></b>	<b>15</b>	<b>18</b>	<b>100,0</b>	<b>33</b>
Scientific and Professional	Indeterminate	74	153	59,8	228
	Specified term	61	103	40,2	166
	<b>Total<sup>c</sup></b>	<b>136</b>	<b>256</b>	<b>100,0</b>	<b>395</b>
Administrative and Foreign Service	Indeterminate	411	780	60,2	1 192
	Specified term	216	514	39,7	732
	<b>Total<sup>c</sup></b>	<b>630</b>	<b>1 295</b>	<b>100,0</b>	<b>1 928</b>
Technical	Indeterminate	43	64	34,4	107
	Specified term	45	122	65,6	169
	<b>Total<sup>c</sup></b>	<b>88</b>	<b>186</b>	<b>100,0</b>	<b>276</b>
Administrative Support	Indeterminate	294	899	21,4	1 199
	Specified term	758	3 291	78,5	4 062
	<b>Total<sup>c</sup></b>	<b>1 052</b>	<b>4 192</b>	<b>100,0</b>	<b>5 263</b>
Operational	Indeterminate	16	51	41,1	67
	Specified term	14	72	58,1	87
	<b>Total<sup>c</sup></b>	<b>30</b>	<b>124</b>	<b>100,0</b>	<b>155</b>
All categories <sup>d</sup>	Indeterminate	852	1 965	32,4	2 825
	Specified term	1 096	4 102	67,6	5 218
	<b>Grand total</b>	<b>1 952</b>	<b>6 071</b>	<b>100,0</b>	<b>8 051</b>

<sup>a</sup>Includes 28 employees whose first official language was not specified on appointment documents.

<sup>b</sup>Includes some SXs. See Explanatory Notes.

<sup>c</sup>In 8 cases, type of employment was not specified on appointment documents.

<sup>d</sup>Includes one appointment to a position that has not been converted to one of the six occupational categories.

Note: As in the past, no candidate may be appointed to a specified term position unless its language requirements are met.

Table 39

**Appointments and bilingual positions (linguistic requirement deferred or suspended)**

Number and percentage of appointments to and within the Public Service to bilingual positions (linguistic requirement deferred or suspended), by occupational category, status of appointee and language group, 1981

Occupational category	Status of appointee as to linguistic requirements of position	1981				
		Anglophones	Francophones		Total <sup>a</sup>	
			No.	%	No.	%
Management (EX group) <sup>b</sup>	Met	123	60	93,8	183	64,0
	Must meet	76	3	4,7	79	27,6
	Not required to meet <sup>c</sup>	23	1	1,6	24	8,4
	<b>Total<sup>d</sup></b>	<b>222</b>	<b>64</b>	<b>100,0</b>	<b>286</b>	<b>100,0</b>
Scientific and Professional	Met	364	467	81,1	833	64,0
	Must meet	306	88	15,3	394	30,3
	Not required to meet <sup>c</sup>	53	19	3,3	72	5,5
	<b>Total<sup>d</sup></b>	<b>724</b>	<b>576</b>	<b>100,0</b>	<b>1 302</b>	<b>100,0</b>
Administrative and Foreign Service	Met	1 555	2 485	85,5	4 042	71,8
	Must meet	979	377	13,0	1 356	24,1
	Not required to meet <sup>c</sup>	184	42	1,4	228	4,0
	<b>Total<sup>d</sup></b>	<b>2 721</b>	<b>2 905</b>	<b>100,0</b>	<b>5 630</b>	<b>100,0</b>
Technical	Met	167	671	81,9	839	73,4
	Must meet	123	120	14,7	243	21,3
	Not required to meet <sup>c</sup>	33	27	3,3	60	5,2
	<b>Total<sup>d</sup></b>	<b>323</b>	<b>819</b>	<b>100,0</b>	<b>1 143</b>	<b>100,0</b>
Administrative Support	Met	789	2 802	81,1	3 600	71,1
	Must meet	706	603	17,5	1 309	25,9
	Not required to meet <sup>c</sup>	97	42	1,2	139	2,7
	<b>Total<sup>d</sup></b>	<b>1 597</b>	<b>3 454</b>	<b>100,0</b>	<b>5 060</b>	<b>100,0</b>
Operational	Met	45	155	67,7	200	63,7
	Must meet	30	65	28,4	95	30,3
	Not required to meet <sup>c</sup>	10	8	3,5	18	5,7
	<b>Total<sup>d</sup></b>	<b>85</b>	<b>229</b>	<b>100,0</b>	<b>314</b>	<b>100,0</b>
All categories <sup>e</sup>	Met	3 044	6 641	82,5	9 700	70,6
	Must meet	2 221	1 256	15,6	3 477	25,3
	Not required to meet <sup>c</sup>	400	139	1,7	541	3,9
	<b>Grand total</b>	<b>5 674</b>	<b>8 048</b>	<b>100,0</b>	<b>13 739</b>	<b>100,0</b>

<sup>a</sup>Includes 17 employees whose first official language was not specified on appointment documents.

<sup>b</sup>Includes some SXs. See Explanatory Notes.

<sup>c</sup>Consists of incumbents authorized by the Exclusion Approval Order to occupy a bilingual position without meeting its linguistic requirement, although some incumbents may express the willingness to meet the requirement. In addition to these unilingual incumbents, this group consists of bilingual employees whose linguistic status is lower than the requirements of the position.

<sup>d</sup>In 21 cases, the linguistic status of the appointee was not specified on appointment documents.

<sup>e</sup>Includes 4 employees whose positions have not been converted to one of the six occupational categories.

Table 40

**Appointments and university graduates**

Number and percentage of university graduates and of appointments made through the university recruitment program, by geographic area in which degree was obtained, language group and sex, 1981

Geographic area	Graduates <sup>a</sup>				Appointments				
	Men	Women	Total		Anglo- phones	Franco- phones	Men	Women	Total
			No.	%					
Newfoundland	845	675	1 520	1,5	22	0	13	9	22
Prince Edward Island	120	140	260	0,3	10	0	4	6	10
Nova Scotia	2 390	2 400	4 790	4,9	61	1	35	27	62
New Brunswick	1 345	1 410	2 755	2,8	23	35	36	22	58
Quebec	13 350	10 690	24 040	24,4	19	115	96	38	134
Ontario	22 240	20 880	43 120	43,7	224	30	159	95	254
Manitoba	2 455	2 260	4 715	4,8	19	0	11	8	19
Saskatchewan	1 780	1 500	3 280	3,3	6	0	5	1	6
Alberta	3 785	3 460	7 245	7,3	6	0	3	3	6
British Columbia	3 845	3 065	6 910	7,0	20	0	12	8	20
Outside Canada <sup>b</sup>	—	—	—	—	14	4	14	4	18
<b>Total</b>	<b>52 155</b>	<b>46 480</b>	<b>98 635</b>	<b>100,0</b>	<b>424</b>	<b>185</b>	<b>388</b>	<b>221</b>	<b>609</b>

<sup>a</sup>Data on graduates in the 1981 academic year came from Statistics Canada.

<sup>b</sup>Canadians studying outside Canada.

Table 41

**Appointments, applications and university graduates**

Number of applications and university graduates appointed through the university recruitment program, by occupational field, language group and sex, 1980 and 1981

Occupational field	1980									
	Applications					Appointments				
	Anglo- phones	Franco- phones	Men	Women	Total <sup>a</sup>	Anglo- phones	Franco- phones	Men	Women	Total
Administrative	459	88	399	148	547	131	29	86	74	155
Foreign Service	1 689	431	1 487	633	2 120	17	9	14	12	29
Auditing and Accounting <sup>b</sup>	1 398	530	1 386	542	1 928	33	11	29	15	44
Pure and Applied Sciences	652	405	891	166	1 057	53	25	61	17	78
Computer Systems	313	80	283	110	393	38	8	28	18	46
Social Economic	1 281	499	1 081	699	1 780	61	28	48	41	109
<b>Total</b>	<b>5 792</b>	<b>2 033</b>	<b>5 527</b>	<b>2 298</b>	<b>7 825</b>	<b>333</b>	<b>110</b>	<b>266</b>	<b>177</b>	<b>513</b>
Occupational field	1981									
	Anglo- phones	Franco- phones	Men	Women	Total <sup>a</sup>	Anglo- phones	Franco- phones	Men	Women	Total
	Anglo- phones	Franco- phones	Men	Women	Total <sup>a</sup>	Anglo- phones	Franco- phones	Men	Women	Total
Administrative	1 103	361	957	507	1 464	112	40	84	68	180
Foreign Service	1 757	477	1 567	667	2 234	58	16	54	20	74
Auditing and Accounting <sup>b</sup>	1 533	807	1 605	735	2 340	131	78	142	67	209
Pure and Applied Sciences	365	196	504	57	561	61	14	51	24	75
Computer Systems	275	45	210	110	320	21	7	17	11	32
Social Economic	757	407	672	492	1 164	40	31	40	31	71
<b>Total</b>	<b>5 790</b>	<b>2 293</b>	<b>5 515</b>	<b>2 568</b>	<b>8 083</b>	<b>423</b>	<b>186</b>	<b>388</b>	<b>221</b>	<b>609</b>

<sup>a</sup>The total number of applications exceeds the total number of applicants as some applicants sent in more than one application.

<sup>b</sup>Includes 12 appointments in 1980 and 16 in 1981 to the Office of the Auditor General.

**Appointments and applications, community college and CEGEP graduates**

Number of applications and graduates appointed through the community college and CEGEP  
equipment program, by occupational field, language group and sex, 1980 and 1981

Occupational field	1980									
	Applications					Appointments				
	Anglo- phones	Franco- phones	Men	Women	Total	Anglo- phones	Franco- phones	Men	Women	Total
Management Sciences	193	145	219	119	338	54	26	42	38	80
Health and Applied Sciences	647	407	780	274	1 054	77	27	92	12	104
Computer Systems	148	58	138	68	206	46	26	39	33	72
<b>Total</b>	<b>988</b>	<b>610</b>	<b>1 137</b>	<b>461</b>	<b>1 598</b>	<b>177</b>	<b>79</b>	<b>173</b>	<b>83</b>	<b>256</b>
Occupational field	1981									
	Applications					Appointments				
	Anglo- phones	Franco- phones	Men	Women	Total	Anglo- phones	Franco- phones	Men	Women	Total
Management Sciences	305	67	192	180	372	76	0	36	40	76
Health and Applied Sciences	880	225	1 071	34	1 105	65	10	67	8	75
Computer Systems	337	41	295	83	378	54	20	45	29	74
<b>Total</b>	<b>1 522</b>	<b>333</b>	<b>1 558</b>	<b>297</b>	<b>1 855</b>	<b>195</b>	<b>30</b>	<b>148</b>	<b>77</b>	<b>225</b>

Table 43

**Appointments and career-oriented summer employment**

Number of students appointed through the career-oriented summer employment program, by  
occupational field, type of institution, language group and sex, 1980 and 1981

Occupational field	1980					1981				
	Anglo- phones	Franco- phones	Men	Women	Total	Anglo- phones	Franco- phones	Men	Women	Total
	Anglo- phones	Franco- phones	Men	Women	Total	Anglo- phones	Franco- phones	Men	Women	Total
Social Sciences and Administration	273	101	193	181	374	465	194	313	346	659
Health and Applied Sciences	594	183	519	258	777	1 805	502	1 405	902	2 307
<b>Total</b>	<b>867</b>	<b>284</b>	<b>712</b>	<b>439</b>	<b>1 151</b>	<b>2 270</b>	<b>696</b>	<b>1 718</b>	<b>1 248</b>	<b>2 966</b>
Institution	1980					1981				
	Anglo- phones	Franco- phones	Men	Women	Total	Anglo- phones	Franco- phones	Men	Women	Total
	Anglo- phones	Franco- phones	Men	Women	Total	Anglo- phones	Franco- phones	Men	Women	Total
University	764	246	632	378	1 010	2 000	579	1 494	1 085	2 579
Community College and CEGEP	103	38	80	61	141	270	117	224	163	387
<b>Total</b>	<b>867</b>	<b>284</b>	<b>712</b>	<b>439</b>	<b>1 151</b>	<b>2 270</b>	<b>696</b>	<b>1 718</b>	<b>1 248</b>	<b>2 966</b>



**Table 44****Appeals and yearly change**

Number of appeals against selection processes and recommendations for release or demotion and yearly change, from 1971 to 1981

Year	Appeals against		Total	Yearly change
	Selection processes <sup>a</sup>	Recommendations for release or demotion <sup>b</sup>		
1971	1 984	48	2 032	+4
1972	2 467	51	2 518	+2
1973	3 019	42	3 061	+2
1974	4 072	53	4 125	+3
1975	3 377	40	3 417	-1
1976	2 746	64	2 810	-1
1977	3 485	74	3 559	+2
1978	2 687	115	2 802	-2
1979	2 293	146	2 439	-1
1980	3 250	125	3 375	+3
1981 <sup>c</sup>	3 398	113	3 511	+

<sup>a</sup>Section 21, *Public Service Employment Act*.

<sup>b</sup>Section 31, *Public Service Employment Act*.

<sup>c</sup>Of this number, 411 appeals involved the Post Office.

# Table 45

## Appeals and geographic area

Number and percentage of appeals against selection processes and recommendations for release or demotion, by geographic area of hearing, 1981

Geographic area	Appeals against					
	Selection processes		Recommendations for release or demotion		Total <sup>a</sup>	
	No.	%	No.	%	No.	%
Quebec (except NCR)	637	18,7	18	15,9	655	18,6
Ontario (except NCR)	624	18,4	29	25,7	653	18,6
National Capital Region and outside Canada	441	13,0	15	13,3	456	13,0
Atlantic Canada	199	5,9	0	0,0	199	5,7
British Columbia	154	4,5	11	9,7	165	4,7
Alberta	86	2,5	4	3,5	90	2,6
Saskatchewan	77	2,3	6	5,3	83	2,4
Manitoba	64	1,9	5	4,4	69	2,0
Northwest Territories and Yukon	46	1,3	1	0,9	47	1,3
Prince Edward Island	42	1,2	1	0,9	43	1,2
New Brunswick	10	0,3	0	0,0	10	0,3
Atlantic Provinces	10	0,3	0	0,0	10	0,3
<b>Total<sup>a</sup></b>	<b>3 398</b>	<b>100,0</b>	<b>113</b>	<b>100,0</b>	<b>3 511</b>	<b>100,0</b>

Includes 1 031 appeals (29,3%) disposed of before hearing because the department conceded the appeal or because the appellant withdrew the appeal or had no right of appeal. Of this number, 1 008 were appeals against selection processes and 23 were appeals against release or demotion.

# Table 46

## Appeals and category

Number of selection processes appealed; disposition of appeals and of appeal board decisions, by occupational category and sex, 1981

Occupational category	Selection processes appealed		Disposition of decisions						Grand total <sup>a</sup>
			Appeals allowed		Appeals not allowed <sup>b</sup>		Total		
	Total <sup>a</sup>	Allowed					Men	Women	
Management (EX group) <sup>c</sup>	1	0	0	0	2	0	2	0	2
Scientific and Professional	122	9	24	1	153	24	177	25	202
Administrative and Foreign Service	733	115	116	92	789	430	905	522	1 427
Technical	166	26	35	4	228	12	263	16	279
Administrative Support	433	55	21	62	213	459	234	521	755
Operational	345	58	89	17	556	71	645	88	733
Total	1 800	263	285	176	1 941	996	2 226	1 172	3 398

Number of selection processes appealed is lower than the grand total of appeals, as there can be more than one appeal against a given selection process. The figures include appeals that were dismissed or otherwise disposed of by an appeal board with or without an oral hearing either because the appellant withdrew the appeal or had no right to appeal. Includes some SXs. See Explanatory Notes.

Table 47

**Appeals and department**

Number of selection processes appealed; disposition of appeals and of appeal board decisions, by department and sex, 1981

Department	Selection processes appealed		Disposition of decisions						Grants
			Appeals allowed		Appeals not allowed <sup>b</sup>		Total		
							Men	Women	
Total <sup>a</sup>	Allowed	Men	Women	Men	Women	Men	Women		
Agriculture	36	3	3	0	44	4	47	4	
Canadian Human Rights Commission	4	1	1	0	4	3	5	3	
Canadian International Development Agency	5	1	3	0	6	1	9	1	
Canadian Labour Relations Board	2	1	0	1	0	1	0	2	
Canadian Pension Commission	3	1	0	1	1	2	1	3	
Canadian Radio-television and Telecommunications Commission	1	0	0	0	1	0	1	0	
Canadian Transport Commission	3	0	0	0	6	0	6	0	
Communications	13	2	4	0	12	2	16	2	
Consumer and Corporate Affairs	14	3	2	5	11	6	13	11	
Correctional Service of Canada	96	16	27	7	182	20	209	27	
Employment and Immigration	369	51	37	62	298	418	335	480	
Energy, Mines and Resources	18	4	6	1	23	3	29	4	
Environment	60	9	9	4	64	8	73	12	
External Affairs	18	2	1	2	49	7	50	9	
Federal Court	1	0	0	0	1	0	1	0	
Finance	2	0	0	0	2	0	2	0	
Fisheries and Oceans	22	6	4	6	12	8	16	14	
Immigration Appeal Board	2	0	0	0	2	0	2	0	
Indian Affairs and Northern Development	43	9	9	2	35	20	44	22	
Industry, Trade and Commerce	15	5	5	7	16	3	21	10	
Insurance	1	0	0	0	1	0	1	0	
Justice	1	0	0	0	0	1	0	1	
Labour	11	1	0	1	7	6	7	7	
Ministry of State for Economic Development	1	0	0	0	1	0	1	0	
Ministry of State for Social Development	1	0	0	0	1	0	1	0	
National Defence (civilian)	193	25	32	17	260	71	292	88	
National Energy Board	12	0	0	0	10	2	10	2	
National Health and Welfare	54	3	3	0	42	50	45	50	
National Library of Canada	2	0	0	0	0	2	0	2	
National Museums of Canada	8	1	1	0	7	4	8	4	
National Parole Board	3	2	0	2	0	2	0	4	
National Revenue (Customs and Excise, Taxation)	220	34	37	30	231	137	268	167	
Office of the Commissioner of Official Languages	3	0	0	0	3	2	3	2	
Office of the Coordinator, Status of Women	2	0	0	0	0	3	0	3	
Post Office	200	30	39	10	253	66	292	76	
Privy Council	1	0	0	0	1	0	1	0	
Public Archives of Canada	5	2	2	0	3	0	5	0	
Public Service Commission	15	2	0	2	10	6	10	8	
Public Works	54	4	4	1	55	11	59	12	
Regional Economic Expansion	10	2	2	0	12	0	14	0	
Royal Canadian Mounted Police (civilian)	14	1	0	1	5	13	5	14	
Secretary of State of Canada	16	3	1	4	23	33	24	37	
Solicitor General	2	0	0	0	2	0	2	0	
Statistics Canada	11	2	2	0	12	3	14	3	
Supply and Services	64	7	10	6	55	38	65	44	
Supreme Court	1	0	0	0	1	0	1	0	
Transport	139	24	38	1	163	23	201	24	

Department	Selection processes appealed		Disposition of decisions						Grand <sup>a</sup> total
			Appeals allowed		Appeals not allowed <sup>b</sup>		Total		
	Total <sup>a</sup>	Allowed	Men	Women	Men	Women	Men	Women	
Treasury Board (Office of the Comptroller General)	3	1	0	1	1	1	1	2	3
Treasury Board (Secretariat)	7	2	1	1	3	2	4	3	7
Trans Affairs	19	3	2	1	10	14	12	15	27
<b>Total</b>	<b>1 800</b>	<b>263</b>	<b>285</b>	<b>176</b>	<b>1 941</b>	<b>996</b>	<b>2 226</b>	<b>1 172</b>	<b>3 398</b>

Number of selection processes appealed is lower than the grand total of appeals, as there can be more than one appeal against a given selection process. This table includes appeals that were dismissed or otherwise not acted on by an appeal board with or without an oral hearing either because the appellant withdrew the appeal or had no right of appeal.

### Appeals, appointing authority and type of selection process

Number of appealable processes, selection processes appealed and disposition of appeal board decisions, by appointing authority and type of selection process, 1981

Appointing authority	Appealable selection processes	Selection processes appealed		Disposition of decisions		
		Total <sup>a</sup>	Allowed	Appeals allowed	Appeals not allowed <sup>b</sup>	Total <sup>a</sup>
<b>Public Service Commission</b>						
Open competitions	956	89	12	19	95	114
Open competition	270	8	1	1	13	14
<b>Total</b>	<b>1 226</b>	<b>97</b>	<b>13</b>	<b>20</b>	<b>108</b>	<b>128</b>
<b>Departments</b>						
Open competitions	18 149	1 473	209	326	2 089	2 415
Open competition	10 032	230	41	115	740	855
<b>Total</b>	<b>28 181</b>	<b>1 703</b>	<b>250</b>	<b>441</b>	<b>2 829</b>	<b>3 270</b>
<b>Other departments</b>						
Open competitions	19 105	1 562	221	345	2 184	2 529
Open competition	10 302	238	42	116	753	869
<b>Total</b>	<b>29 407</b>	<b>1 800</b>	<b>263</b>	<b>461</b>	<b>2 937</b>	<b>3 398</b>

Number of selection processes appealed is lower than the grand total of appeals, as there can be more than one appeal against a given selection process. This table includes appeals that were dismissed or otherwise not acted on by an appeal board with or without an oral hearing either because the appellant withdrew the appeal or had no right of appeal.

**Table 49****Lay-off, category and sex**

Number of separations due to lay-off, by occupational category, reason for lay-off and sex, 1981

Occupational category	Reorganization			Privatization			Decentralization			Total		Gr t
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	
Management (EX group) <sup>a</sup>	3	0	3	1	0	1	0	0	0	4	0	
Scientific and Professional	45	68	113	26	66	92	1	0	1	72	134	
Administrative and Foreign Service	43	17	60	9	1	10	0	2	2	52	20	
Technical	28	5	33	8	8	16	0	1	1	36	14	
Administrative Support	7	37	44	1	11	12	2	57	59	10	105	
Operational	61	16	77	11	5	16	0	0	0	72	21	
<b>Total</b>	<b>187</b>	<b>143</b>	<b>330</b>	<b>56</b>	<b>91</b>	<b>147</b>	<b>3</b>	<b>60</b>	<b>63</b>	<b>246</b>	<b>294</b>	

<sup>a</sup>Includes some SXs. See Explanatory Notes.

**Table 50****Lay-off, category and language group**

Number of separations due to lay-off, by occupational category, reason for lay-off and language group, 1981

Occupational Category	Reorganization			Privatization			Decentralization			Total		Gr t
	Anglo- phones <sup>a</sup>	Franco- phones <sup>a</sup>	Total	Anglo- phones <sup>a</sup>	Franco- phones <sup>a</sup>	Total	Anglo- phones <sup>a</sup>	Franco- phones <sup>a</sup>	Total	Anglo- phones <sup>a</sup>	Franco- phones <sup>a</sup>	
Management (EX group) <sup>b</sup>	2	1	3	1	0	1	0	0	0	3	1	
Scientific and Professional	98	15	113	80	12	92	1	0	1	179	27	
Administrative and Foreign Service	50	10	60	3	7	10	1	1	2	54	18	
Technical	24	9	33	12	4	16	1	0	1	37	13	
Administrative Support	27	17	44	4	8	12	39	20	59	70	45	
Operational	68	9	77	14	2	16	0	0	0	82	11	
<b>Total</b>	<b>269</b>	<b>61</b>	<b>330</b>	<b>114</b>	<b>33</b>	<b>147</b>	<b>42</b>	<b>21</b>	<b>63</b>	<b>425</b>	<b>294</b>	

<sup>a</sup>Preferred working language of employee.

<sup>b</sup>Includes some SXs. See Explanatory Notes.



Table 51

**Separations and reasons**

Separations from the Public Service, by reason, 1980 and 1981

Reason for separation (except lay-off)	1980	1981
Released		
for breach of discipline or misconduct	38	53
for incompetence or incapacity	53	59
for political partisanship	0	0
for abandonment of position	136	164
Rejected during probation	295	410
Revocation of appointment	0	9
Retirement		
at age 65 or over	1 722	1 622
elective, at age 55-64	2 989	3 897
medical grounds	498	659
End of specified term	3 328	3 711
Death	518	544
Resignation	14 765	14 859
<b>Total*</b>	<b>24 342</b>	<b>26 324</b>

**Reasons for resignation**

Outside employment (in private sector)	3 699	3 982
Another government agency	257	209
Return to school	861	773
Unspecified personal reasons	6 462	7 902
Other	900	1 961

\*Includes 329 separations in 1981 where the reason was not specified.

Table 52

**Separations, category and sex**

Number and percentage of separations from the Public Service, by occupational category, reason for separation, sex, 1980 and 1981

Occupational category	Reason for separation (except lay-off)	1980				1981			
		Women				Women			
		Men	No.	%	Total	Men	No.	%	Total
Management group <sup>a</sup>	Released	0	0	0,0	0	0	0	0,0	0
	Rejected during probation	0	0	0,0	0	1	0	0,0	1
	Revocation of appointment	0	0	0,0	0	0	0	0,0	0
	Retirement	55	0	0,0	55	37	3	7,5	40
	End of specified term	0	0	0,0	0	0	0	0,0	0
	Death	2	1	33,3	3	3	0	0,0	3
	Resignation	43	2	4,4	45	40	3	7,0	43
	<b>Total<sup>b</sup></b>	<b>100</b>	<b>3</b>	<b>2,9</b>	<b>103</b>	<b>81</b>	<b>6</b>	<b>6,9</b>	<b>87</b>
Scientific and professional	Released	8	3	27,3	11	9	3	25,0	12
	Rejected during probation	4	7	63,6	11	10	7	41,2	17
	Revocation of appointment	0	0	0,0	0	1	0	0,0	1
	Retirement	345	51	12,9	396	447	75	14,4	522
	End of specified term	55	67	54,9	122	86	124	59,0	210
	Death	34	7	17,1	41	43	2	4,4	45
	Resignation	735	688	48,3	1 423	763	729	48,9	1 492
	<b>Total</b>	<b>1 181</b>	<b>823</b>	<b>41,1</b>	<b>2 004</b>	<b>1 381</b>	<b>950</b>	<b>40,8</b>	<b>2 331</b>

Table 52 cont'd

Occupational category	Reason for separation (except lay-off)	1980				1981			
		Men	Women		Total	Men	Women		Total
			No.	%			No.	%	
Administrative and Foreign Service	Released	28	4	12,5	32	24	8	25,0	32
	Rejected during probation	12	4	25,0	16	25	6	19,4	31
	Revocation of appointment	0	0	0,0	0	0	0	0,0	0
	Retirement	1 143	205	15,2	1 348	1 380	263	16,0	1 643
	End of specified term	99	118	54,4	217	220	273	55,4	493
	Death	104	14	11,9	118	95	17	15,2	112
	Resignation	1 202	803	40,0	2 005	1 323	795	37,5	2 118
	<b>Total</b>	<b>2 588</b>	<b>1 148</b>	<b>30,7</b>	<b>3 736</b>	<b>3 087</b>	<b>1 377</b>	<b>30,8</b>	<b>4 464</b>
Technical	Released	7	3	30,0	10	21	2	8,7	23
	Rejected during probation	49	7	12,5	56	80	12	13,0	92
	Revocation of appointment	0	0	0,0	0	1	0	0,0	1
	Retirement	529	36	6,4	565	668	45	6,3	713
	End of specified term	80	39	32,8	119	145	75	34,1	220
	Death	51	2	3,8	53	67	1	1,5	68
	Resignation	817	290	26,2	1 107	928	259	21,8	1 187
	<b>Total</b>	<b>1 533</b>	<b>377</b>	<b>19,7</b>	<b>1 910</b>	<b>1 928</b>	<b>397</b>	<b>17,1</b>	<b>2 325</b>
Administrative Support	Released	16	41	71,9	57	28	46	62,2	75
	Rejected during probation	38	83	68,6	121	46	110	70,5	156
	Revocation of appointment	0	0	0,0	0	2	3	60,0	5
	Retirement	277	793	74,1	1 070	322	1 010	75,8	1 332
	End of specified term	293	1 565	84,2	1 858	323	1 459	81,8	1 782
	Death	49	56	53,3	105	35	79	68,7	114
	Resignation	884	5 831	86,8	6 715	800	5 285	86,8	6 085
	<b>Total<sup>a</sup></b>	<b>1 557</b>	<b>8 369</b>	<b>84,3</b>	<b>9 926</b>	<b>1 579</b>	<b>8 132</b>	<b>83,7</b>	<b>9 711</b>
Operational	Released	101	16	13,7	117	123	20	14,0	143
	Rejection during probation	77	14	15,4	91	87	26	23,0	113
	Revocation of appointment	0	0	0,0	0	2	0	0,0	2
	Retirement	1 629	146	8,2	1 775	1 786	137	7,1	1 923
	End of specified term	873	138	13,6	1 011	863	140	14,0	1 003
	Death	189	9	4,5	198	189	12	6,0	201
	Resignation	2 465	970	28,2	3 435	2 754	1 125	29,0	3 879
	<b>Total</b>	<b>5 334</b>	<b>1 293</b>	<b>19,5</b>	<b>6 627</b>	<b>5 862</b>	<b>1 479</b>	<b>20,1</b>	<b>7 341</b>
All categories <sup>c</sup>	Released	160	67	29,5	227	205	79	27,8	284
	Rejection during probation	180	115	39,0	295	249	161	39,3	410
	Revocation of appointment	0	0	0,0	0	6	3	33,3	9
	Retirement	3 978	1 231	23,6	5 209	4 642	1 534	24,8	6 176
	End of specified term	1 401	1 927	57,9	3 328	1 638	2 072	55,8	3 710
	Death	429	89	17,2	518	432	111	20,4	543
	Resignation	6 163	8 602	58,3	14 765	6 638	8 217	55,3	14 855
	<b>Grand total</b>	<b>12 311</b>	<b>12 031</b>	<b>49,4</b>	<b>24 342</b>	<b>13 951</b>	<b>12 365</b>	<b>47,0</b>	<b>26 316</b>

<sup>a</sup>Includes some SXs. See Explanatory Notes.<sup>b</sup>Total does not include 6 additional separations of women in the Senior Executive Category in 1980 for which no separation documents were received.<sup>c</sup>Includes 36 separations in 1980 and 57 in 1981 from positions not converted to one of the six occupational categories.

# Separations, category and language group

Number and percentage of separations from the Public Service, by occupational category, reason, and language, 1980 and 1981

Occupational category	Reason for separation (except lay-off)	1980					1981				
		Anglophones	Francophones		Franco-phones and Anglo-phones	Total <sup>a</sup>	Anglophones	Francophones		Franco-phones and Anglo-phones	Total <sup>a</sup>
			No.	%				No.	%		
Management group) <sup>b</sup>	Released	0	0	0,0	0	0	0	0	0,0	0	0
	Rejected during probation	0	0	0,0	0	0	1	0	0,0	1	1
	Revocation of appointment	0	0	0,0	0	0	0	0	0,0	0	0
	Retirement	53	2	3,6	55	55	29	1	3,3	30	40
	End of specified term	0	0	0,0	0	0	0	0	0,0	0	0
	Death	3	0	0,0	3	3	1	2	66,7	3	3
	Resignation	36	8	18,2	44	45	32	8	20,0	40	43
	<b>Total<sup>c</sup></b>	<b>92</b>	<b>10</b>	<b>9,8</b>	<b>102</b>	<b>103</b>	<b>63</b>	<b>11</b>	<b>14,9</b>	<b>74</b>	<b>87</b>
Scientific and Professional	Released	6	4	40,0	10	11	10	1	9,1	11	12
	Rejected during probation	8	3	27,3	11	11	13	1	7,1	14	17
	Revocation of appointment	0	0	0,0	0	0	0	0	0,0	0	1
	Retirement	354	41	10,4	395	396	426	62	12,7	488	522
	End of specified term	99	23	18,9	122	122	114	43	27,4	157	210
	Death	39	2	4,9	41	41	33	8	19,5	41	45
	Resignation	1 229	190	13,4	1 419	1 423	1 091	191	14,9	1 282	1 492
	<b>Total</b>	<b>1 735</b>	<b>263</b>	<b>13,2</b>	<b>1 998</b>	<b>2 004</b>	<b>1 707</b>	<b>311</b>	<b>15,4</b>	<b>2 018</b>	<b>2 331</b>
Administrative Foreign Service	Released	23	9	28,1	32	32	23	9	28,1	32	32
	Rejected during probation	11	4	26,7	15	16	19	10	34,5	29	31
	Revocation of appointment	0	0	0,0	0	0	0	0	0,0	0	0
	Retirement	1 125	219	16,3	1 344	1 348	1 319	266	16,8	1 585	1 644
	End of specified term	154	63	29,0	217	217	343	113	24,8	456	493
	Death	91	27	22,9	118	118	79	27	25,5	106	112
	Resignation	1 569	425	21,3	1 994	2 005	1 576	400	20,2	1 976	2 119
	<b>Total</b>	<b>2 973</b>	<b>747</b>	<b>20,1</b>	<b>3 720</b>	<b>3 736</b>	<b>3 381</b>	<b>827</b>	<b>19,7</b>	<b>4 208</b>	<b>4 466</b>
Technical	Released	8	2	20,0	10	10	16	6	27,3	22	23
	Rejected during probation	40	16	28,6	56	56	61	20	24,7	81	92
	Revocation of appointment	0	0	0,0	0	0	1	0	0,0	1	1
	Retirement	476	85	15,2	561	565	611	88	12,6	699	713
	End of specified term	105	13	11,0	118	119	153	41	21,1	194	220
	Death	45	7	13,5	52	53	58	7	10,8	65	68
	Resignation	997	105	9,5	1 102	1 107	962	138	12,5	1 100	1 188
	<b>Total</b>	<b>1 671</b>	<b>228</b>	<b>12,0</b>	<b>1 899</b>	<b>1 910</b>	<b>1 873</b>	<b>303</b>	<b>13,9</b>	<b>2 176</b>	<b>2 326</b>
Administrative Support	Released	42	15	26,3	57	57	48	24	33,3	72	74
	Rejected during probation	76	45	37,2	121	121	101	46	31,3	147	156
	Revocation of appointment	0	0	0,0	0	0	3	1	25,0	4	5
	Retirement	884	182	17,1	1 066	1 070	1 010	251	19,9	1 261	1 333
	End of specified term	1 072	768	41,7	1 840	1 858	1 067	578	35,1	1 645	1 783
	Death	81	24	22,9	105	105	73	34	31,8	107	115
	Resignation	5 248	1 437	21,5	6 685	6 715	4 421	1 196	21,3	5 617	6 087
	<b>Total</b>	<b>7 403</b>	<b>2 471</b>	<b>25,0</b>	<b>9 874</b>	<b>9 926</b>	<b>6 814</b>	<b>2 174</b>	<b>24,2</b>	<b>8 988</b>	<b>9 716</b>

Table 53 cont'd

Occupational category	Reason for separation (except lay-off)	1980					1981				
		Anglophones	Francophones		Franco-phones and Anglo-phones	Total <sup>a</sup>	Anglophones	Francophones		Franco-phones and Anglo-phones	Total
			No.	%				No.	%		
Operational	Released	99	18	15,4	117	117	101	26	20,5	127	127
	Rejected during probation	64	27	29,7	91	91	79	19	19,4	98	98
	Revocation of appointment	0	0	0,0	0	0	2	0	0,0	2	2
	Retirement	1 419	352	19,9	1 771	1 775	1 448	405	21,9	1 853	1 853
	End of specified term	749	261	25,8	1 010	1 011	665	167	20,1	832	1 000
	Death	154	44	22,2	198	198	143	51	26,3	194	194
	Resignation	3 028	404	11,8	3 432	3 435	3 066	488	13,7	3 554	3 554
	<b>Total</b>	<b>5 513</b>	<b>1 106</b>	<b>16,7</b>	<b>6 619</b>	<b>6 627</b>	<b>5 565</b>	<b>1 166</b>	<b>17,3</b>	<b>6 731</b>	<b>7 331</b>
All categories <sup>d</sup>	Released	178	48	21,2	226	227	198	66	25,0	264	264
	Rejected during probation	199	95	32,3	294	295	274	96	25,9	370	370
	Revocation of appointment	0	0	0,0	0	0	6	1	14,3	7	7
	Retirement	4 311	881	17,0	5 192	5 209	4 846	1 073	18,1	5 919	6 000
	End of specified term	2 180	1 128	34,1	3 308	3 328	2 343	943	28,7	3 286	3 286
	Death	413	104	20,1	517	518	387	129	25,0	516	516
	Resignation	12 139	2 572	17,5	14 711	14 765	11 161	2 425	17,8	13 586	14 000
	<b>Grand total<sup>c</sup></b>	<b>19 420</b>	<b>4 828</b>	<b>19,9</b>	<b>24 248</b>	<b>24 342</b>	<b>19 420</b>	<b>4 797</b>	<b>19,8</b>	<b>24 217</b>	<b>26 331</b>

<sup>a</sup>Includes 94 employees in 1980 and 2 107 in 1981 for whom language group was not specified.

<sup>b</sup>Includes some SXs. See Explanatory Notes.

<sup>c</sup>Total does not include 6 additional separations (5 anglophones, 1 francophone) in the Senior Executive Category in 1980 for which no separation documents were received.

<sup>d</sup>Includes 36 separations in 1980 and 57 in 1981 from positions not converted to one of the six occupational categories.

**Table 54****Developmental training and location**

Number of participants taking Public Service Commission developmental training courses, by location, 1980 and 1981

Location	1980		1981	
	Courses	Participants	Courses	Participants
National Capital Region	434	8 900	413	9 173
Vancouver	45	581	40	734
Edmonton	36	447	30	595
Winnipeg	39	583	35	600
Toronto	48	662	36	666
Montreal	31	538	36	653
Halifax	41	559	38	648
<b>Total</b>	<b>684</b>	<b>12 270</b>	<b>628</b>	<b>13 069</b>

**Table 55****Developmental training and language of instruction**

Number of Public Service Commission developmental training courses conducted, by field and language of instruction, 1981

Field	1981			
	Courses offered <sup>a</sup>	Courses given		
		English	French	Total
Management Orientation	8	10	2	12
Management Theory and Practices	38	96	18	114
Informatics	18	67	4	71
Financial Management	18	71	13	84
Material Management	3	13	2	15
Personnel Management	28	109	20	129
Personal Development	55	166	37	203
<b>Total</b>	<b>168</b>	<b>532</b>	<b>96</b>	<b>628</b>

<sup>a</sup>Some of the courses offered were not given and others were given more than once.**Table 56****Language training and enrolments**

Number of enrolments in continuous courses, by language studied, 1977 to 1981

	French course			English course			Total		
	Previous year <sup>a</sup>	Current year	Total	Previous year <sup>a</sup>	Current year	Total	Previous year <sup>a</sup>	Current year	Grand total
1977	2 303	2 530	4 833	342	662	1 004	2 645	3 192	5 837
1978	1 336	1 332	2 668	328	387	715	1 664	1 719	3 383
1979 <sup>b</sup>	930	1 609	2 539	294	460	754	1 224	2 069	3 293
1980 <sup>b</sup>	841	1 754	2 595	229	556	785	1 070	2 310	3 380
1981 <sup>b</sup>	942	1 416	2 358	254	405	659	1 196	1 821	3 017

<sup>a</sup>Des only students enrolled in one year who continued their training into the next year.<sup>b</sup>Des students enrolled in continuous courses with 12 hours of class per day.



Table 57

**Language training, category and status of student**

Number of students on continuous courses, by occupational category, status of student and language studied, 1981

Occupational category	Status of student's training	Language studied		Total
		English	French	
Management (EX group) <sup>a</sup>	Completed <sup>b</sup>	0	15	15
	Discontinued <sup>c</sup>	0	12	12
	Not completed <sup>d</sup>	0	10	10
	Suspended <sup>e</sup>	0	2	2
	<b>Total</b>	<b>0</b>	<b>39</b>	<b>39</b>
Scientific and Professional	Completed	29	120	149
	Discontinued	6	23	29
	Not completed	24	94	118
	Suspended	0	9	9
	<b>Total</b>	<b>59</b>	<b>246</b>	<b>305</b>
Administrative and Foreign Service	Completed	64	351	415
	Discontinued	8	88	96
	Not completed	28	289	317
	Suspended	0	15	15
	<b>Total</b>	<b>100</b>	<b>743</b>	<b>843</b>
Technical	Completed	40	85	125
	Discontinued	2	19	21
	Not completed	25	51	76
	Suspended	4	6	10
	<b>Total</b>	<b>71</b>	<b>161</b>	<b>232</b>
Administrative Support	Completed	177	426	603
	Discontinued	12	77	89
	Not completed	76	252	328
	Suspended	0	10	10
	<b>Total</b>	<b>265</b>	<b>765</b>	<b>1 030</b>
Operational	Completed	57	44	101
	Discontinued	7	17	24
	Not completed	28	21	49
	Suspended	0	1	1
	<b>Total</b>	<b>92</b>	<b>83</b>	<b>175</b>
Other <sup>f</sup>	Completed	32	154	186
	Discontinued	9	59	68
	Not completed	31	95	126
	Suspended	0	13	13
	<b>Total</b>	<b>72</b>	<b>321</b>	<b>393</b>
All categories	Completed	399	1 195	1 594
	Discontinued	44	295	339
	Not completed	212	812	1 024
	Suspended	4	56	60
	<b>Grand total</b>	<b>659</b>	<b>2 358</b>	<b>3 017</b>

<sup>a</sup>Includes some SXs. See Explanatory Notes.<sup>b</sup>Students who took the Language Knowledge Examination (LKE).<sup>c</sup>Students who withdrew from training, were recalled by their department or were withdrawn by the Commission.<sup>d</sup>Students who are continuing their training in 1982.<sup>e</sup>Students who foresaw interrupting their training in 1981 and plan to continue in 1982.<sup>f</sup>Students not under the Public Service Employment Act.

# Language training, category and Language Knowledge Examination

Number of students on continuous courses who have completed their training and who were successful in the Language Knowledge Examination (LKE), by occupational category and language studied, 1981

Occupational category	Language studied								
	English			French			Total		
	Training completed	Successful LKE		Training completed	Successful LKE		Training completed	Successful LKE	
		No.	%		No.	%		No.	%
Management (EX group) <sup>a</sup>	0	0	0,0	15	14	93,3	15	14	93,3
Scientific and Professional	29	29	100,0	120	115	95,8	149	144	96,6
Administrative and Foreign Service	64	64	100,0	351	337	96,0	415	401	96,6
Technical	40	40	100,0	85	82	96,5	125	122	97,6
Administrative Support	177	177	100,0	426	413	96,9	605	592	97,8
Operational	57	56	98,2	44	43	97,7	101	99	98,0
Other <sup>b</sup>	32	31	96,9	154	142	92,2	186	173	93,0
<b>Total</b>	<b>399</b>	<b>397</b>	<b>99,5</b>	<b>1 195</b>	<b>1 146</b>	<b>95,9</b>	<b>1 594</b>	<b>1 543</b>	<b>96,8</b>

<sup>a</sup>Includes some SXs. See Explanatory Notes.

<sup>b</sup>Students not under the *Public Service Employment Act*.













**Formation linguistique, catégorie professionnelle et Examen de connaissance de langue**

Etudiants aux cours continus ayant terminé leur formation et répartition, en nombre et pourcentage, de ceux qui ont réussi à l'Examen de connaissance de langue (E.C.L.), selon la catégorie professionnelle et la langue étudiée, 1981

Langue étudiée		Français		Total	
Anglais	Réussite à l'E.C.L.	Formation terminée	N.	Réussite à l'E.C.L.	Formation terminée
0,0	15	14	93,3	15	14
(groupe EX) <sup>a</sup>					
Scientifiques et spécialistes	29	100,0	120	115	95,8
Administration et service extérieur	64	100,0	351	337	96,0
Techniciens	40	100,0	85	82	96,5
Soutien administratif	177	100,0	426	413	96,9
Exploitation	57	98,2	44	43	97,7
Autres <sup>b</sup>	32	96,9	154	142	92,2
<b>Total</b>	<b>399</b>	<b>397</b>	<b>99,5</b>	<b>1 195</b>	<b>1 146</b>
Ces données incluent des SX. Voir la note technique					
dans la Fonction publique.					
<sup>a</sup> Etudiants qui ne sont pas assujettis à la Loi sur l'emploi					
<sup>b</sup> Ces données incluent des SX. Voir la note technique					

Tableau 57

Formation linguistique, catégorie professionnelle et statut de l'étudiant

Répartition des étudiants aux cours continus selon la catégorie professionnelle, le statut de l'étudiant en regard de sa formation et la langue étudiée, 1981

Langue étudiée	Catégorie professionnelle		Formation	Anglais Français		Total
	Gestion	(groupe Ex) <sup>a</sup>				
Scientifiques et spécialistes	Terminée <sup>b</sup>	0	15	0	15	15
	Discontinué <sup>c</sup>	0	12	0	12	12
	Non terminée <sup>d</sup>	0	10	0	10	10
	Suspendue <sup>e</sup>	0	2	0	2	2
	<b>Total</b>	<b>0</b>	<b>39</b>	<b>0</b>	<b>39</b>	<b>39</b>
Terminée	Terminée	29	120	149	29	149
	Discontinué	6	23	29	6	29
	Non terminée	24	94	118	24	118
	Suspendue	0	9	9	0	9
	<b>Total</b>	<b>59</b>	<b>246</b>	<b>305</b>	<b>59</b>	<b>305</b>
Administration et service extérieur	Terminée	64	351	415	64	415
	Discontinué	8	88	96	8	96
	Non terminée	28	289	317	28	317
	Suspendue	0	15	15	0	15
	<b>Total</b>	<b>100</b>	<b>743</b>	<b>843</b>	<b>100</b>	<b>843</b>
Techniciens	Terminée	40	85	125	40	125
	Discontinué	2	19	21	2	21
	Non terminée	25	51	76	25	76
	Suspendue	4	6	10	4	10
	<b>Total</b>	<b>71</b>	<b>161</b>	<b>232</b>	<b>71</b>	<b>232</b>
Soutien administratif	Terminée	177	426	603	177	603
	Discontinué	12	77	89	12	89
	Non terminée	76	252	328	76	328
	Suspendue	0	10	10	0	10
	<b>Total</b>	<b>265</b>	<b>765</b>	<b>1 030</b>	<b>265</b>	<b>1 030</b>
Exploitation	Terminée	57	44	101	57	101
	Discontinué	7	17	24	7	24
	Non terminée	28	21	49	28	49
	Suspendue	0	1	1	0	1
	<b>Total</b>	<b>92</b>	<b>83</b>	<b>175</b>	<b>92</b>	<b>175</b>
Autres <sup>f</sup>	Terminée	32	154	186	32	186
	Discontinué	9	59	68	9	68
	Non terminée	31	95	126	31	126
	Suspendue	0	13	13	0	13
	<b>Total</b>	<b>72</b>	<b>321</b>	<b>393</b>	<b>72</b>	<b>393</b>
Toutes les catégories	Terminée	399	1 195	1 594	399	1 594
	Discontinué	44	295	339	44	339
	Non terminée	212	812	1 024	212	1 024
	Suspendue	4	56	60	4	60
	<b>Grand total</b>	<b>659</b>	<b>2 358</b>	<b>3 017</b>	<b>659</b>	<b>3 017</b>

<sup>a</sup> Ces données incluent des SX. Voir la note technique.

<sup>b</sup> Étudiants soumis à l'examen de connaissance de langue (E.C.L.).

<sup>c</sup> Étudiants qui ont abandonné leur cours, ont été rappelés par leur ministère ou ont été retirés par la Commission.

<sup>d</sup> Étudiants qui poursuivent leur formation en 1981.

<sup>e</sup> Étudiants qui ont prévu interrompre leur formation en 1981.

<sup>f</sup> Étudiants qui ne sont pas assujettis à la Loi sur l'emploi dans la Fonction publique.

Ne tient compte que des étudiants qui poursuivent leur formation l'année suivante.  
Comprend les étudiants des cours continus donnés à raison de quatre heures par jour.

Année	Année précédente*	Année courante	Année précédente*	Année courante	Année précédente*	Année courante	Année précédente*	Année courante
1977	2 303	2 530	4 833	Total	342	662	1 004	Total
1978	1 336	1 332	2 668	328	387	715	1 664	3 192
1979*	930	1 609	2 539	294	460	754	1 224	2 069
1980*	841	1 754	2 595	229	556	785	1 070	2 310
1981*	942	1 416	2 358	254	405	659	1 196	1 821
3 01								

### Formation linguistique et inscriptions

Inscriptions aux cours continus de français et d'anglais, de 1977 à 1981

Tableau 56

Cours	Anglais	Offerts*	Anglais	Offerts*	Anglais	Offerts*	Anglais	Offerts*
Concentration	8	10	2	18	36	96	18	36
Orientation en gestion	38	96	67	18	38	96	18	36
Théorie et pratiques de gestion	18	67	13	18	38	96	18	36
Informatique	18	67	13	18	38	96	18	36
Gestion des finances	18	67	13	18	38	96	18	36
Gestion du matériel	3	13	2	18	38	96	18	36
Gestion du personnel	28	109	20	18	38	96	18	36
Perfectionnement individuel	55	166	37	18	38	96	18	36
Total	168	532	96	168	532	96	168	532

\*Certains des cours offerts peuvent ne pas être donnés et d'autres être donnés plus d'une fois.

### Formation professionnelle et langue d'enseignement

Cours de formation professionnelle de la Commission selon la concentration et la langue d'enseignement, 1981

Tableau 55

Lieu des cours	Cours	Participants	Cours	Participants	Cours	Participants	Cours	Participants
Région de la capitale nationale	434	8 900	413	40	30	35	36	36
Vancouver	45	581	40	30	35	36	36	36
Edmonton	36	447	30	35	36	36	36	36
Winnipeg	39	583	35	36	36	36	36	36
Toronto	48	662	36	36	36	36	36	36
Montréal	31	538	36	36	36	36	36	36
Hatifax	41	559	38	36	36	36	36	36
Total	684	12 270	628	13 013	628	13 013	628	13 013

### Formation professionnelle et lieu des cours

Cours de formation professionnelle de la Commission selon le lieu des cours et le nombre de participants, 1980 et 1981

Tableau 54



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Tableau 53

Cessations d'emploi, catégorie professionnelle et groupe linguistique  
Répartition, en nombre et pourcentage, des cessations d'emploi selon la catégorie professionnelle, le  
motif et le groupe linguistique, 1980 et 1981

Catégorie professionnelle	Motif (sauf mise en disponibilité)	Anglophones		Francophones		Anglophones et francophones		Anglophones et francophones		Anglophones et francophones		
		N.	%	N.	%	N.	%	N.	%	N.	%	
Gestion (groupe EX)	Licenciement	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	
	Renvoi en cours de période d'essai	0	0,0	0	0,0	0	0,0	1	0,0	1	0,0	
	Révoation de la nomination	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	
	Retraite	53	2	3,6	55	29	1	3,3	30	0	0,0	
	Fin de période déterminée	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	
	Décès	3	0,0	3	3	1	2	66,7	3	0	0,0	
	Démision	36	8	18,2	44	32	8	20,0	40	0	0,0	
	Total	92	10	9,8	102	103	63	11	14,9	74	11	11
	Licenciement	6	4	40,0	10	11	10	1	9,1	11	11	11
	Renvoi en cours de période d'essai	8	3	27,3	11	13	1	7,1	14	14	14	
Scientifiques et spécialistes	Révoation de la nomination	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0	
	Retraite	354	41	10,4	395	426	62	12,7	488	0	0,0	
	Fin de période déterminée	99	23	18,9	122	114	43	27,4	157	157	157	
	Décès	39	2	4,9	41	33	8	19,5	41	41	41	
	Démision	1 229	190	13,4	1 419	1 091	191	14,9	1 282	1 282	1 282	
	Total	1 735	263	13,2	1 998	2 004	1 707	311	15,4	2 018	2 018	
	Licenciement	23	9	28,1	32	23	9	28,1	32	32	32	
	Renvoi en cours de période d'essai	11	4	26,7	15	16	10	34,5	29	29	29	
	Révoation de la nomination	0	0,0	0	0	0	0	0,0	0	0	0,0	
	Retraite	1 125	219	16,3	1 344	1 319	266	16,8	1 585	1 585	1 585	
Administration et service extérieur	Fin de période déterminée	154	63	29,0	217	343	113	24,8	456	456	456	
	Décès	91	27	22,9	118	79	27	25,5	106	106	106	
	Démision	1 569	425	21,3	1 994	1 576	400	20,2	1 976	1 976	1 976	
	Total	2 973	747	20,1	3 720	3 381	827	19,7	4 208	4 208	4 208	
	Licenciement	8	2	20,0	10	16	6	27,3	22	22	22	
	Renvoi en cours de période d'essai	40	16	28,6	56	61	20	24,7	81	81	81	
	Révoation de la nomination	0	0,0	0	0	1	0	0,0	1	1	1	
	Retraite	476	85	15,2	561	611	88	12,6	699	699	699	
	Fin de période déterminée	105	13	11,0	118	153	41	21,1	194	194	194	
	Décès	45	7	13,5	52	58	7	10,8	65	65	65	
Techniciens	Démision	997	105	9,5	1 102	962	138	12,5	1 100	1 100	1 100	
	Total	1 671	228	12,0	1 899	1 910	303	13,9	2 176	2 176	2 176	
	Licenciement	8	2	20,0	10	16	6	27,3	22	22	22	
	Renvoi en cours de période d'essai	40	16	28,6	56	61	20	24,7	81	81	81	
	Révoation de la nomination	0	0,0	0	0	1	0	0,0	1	1	1	
	Retraite	476	85	15,2	561	611	88	12,6	699	699	699	
	Fin de période déterminée	105	13	11,0	118	153	41	21,1	194	194	194	
	Décès	45	7	13,5	52	58	7	10,8	65	65	65	
	Démision	997	105	9,5	1 102	962	138	12,5	1 100	1 100	1 100	
	Total	1 671	228	12,0	1 899	1 910	303	13,9	2 176	2 176	2 176	

Motif (sauf mise en disponibilité)	Hommes	N.	%	Total	Hommes	N.	%	Total
Licenciement	101	16	13,7	117	123	20	14,0	143
Renvol en cours de période d'essai	77	14	15,4	91	87	26	23,0	113
Révocation de la nomination	0	0	0,0	0	2	0	0,0	2
Retraite	1 629	146	8,2	1 775	1 786	137	7,1	1 923
Fin de période déterminée	873	138	13,6	1 011	863	140	14,0	1 003
Décès	189	9	4,5	198	189	12	6,0	201
Démision	2 465	970	28,2	3 435	2 754	1 125	29,0	3 879
<b>Total</b>	<b>5 334</b>	<b>1 293</b>	<b>19,5</b>	<b>6 627</b>	<b>5 862</b>	<b>1 479</b>	<b>20,1</b>	<b>7 341</b>
Licenciement	160	67	29,5	227	205	79	27,8	284
Renvol en cours de période d'essai	180	115	39,0	295	249	161	39,3	410
Révocation de la nomination	0	0	0,0	0	6	3	33,3	9
Retraite	3 978	1 231	23,6	5 209	4 642	1 534	24,8	6 178
Fin de période déterminée	1 401	1 927	57,9	3 328	1 638	2 072	55,8	3 711
Décès	429	89	17,2	518	432	111	20,4	544
Démision	6 163	8 602	58,3	14 765	6 638	8 217	55,3	14 859
<b>Grand total</b>	<b>12 311</b>	<b>12 031</b>	<b>49,4</b>	<b>24 342</b>	<b>13 951</b>	<b>12 365</b>	<b>47,0</b>	<b>26 324</b>

00, le total ne tient pas compte de 6 femmes de  
gore Gestion qui ont quitté la Fonction publi-  
c que la Commission n'a pas reçu leur document  
sation d'emploi.  
nd 36 employés en 1980 et 57 en 1981 dont le  
n'a pas été classé dans l'une ou l'autre des six  
ntes professionnelles.

Tableau 52

Cessations d'emploi, catégorie professionnelle et sexe  
Répartition, en nombre et pourcentage, des cessations d'emploi selon la catégorie professionnelle, le motif et le sexe, 1980 et 1981

Motif	Catégorie professionnelle (sauf mise en disponibilité)	Gestion (groupe EX)	1980		1981	
			Hommes	Femmes	Hommes	Femmes
Scientifiques et spécialistes	Licenciement	Renvoi en cours de période d'essai	0	0,0	0	0,0
		Révocation de la nomination	0	0,0	0	0,0
		Retraite	4	63,6	11	41,2
		Fin de période déterminée	55	12,9	396	14,4
		Décès	34	17,1	41	59,0
		Démision	735	48,3	729	48,9
		Total	1 181	41,1	1 381	40,8
		Licenciement	100	2,9	103	6,9
		Renvoi en cours de période d'essai	8	27,3	11	25,0
		Révocation de la nomination	0	0,0	0	0,0
Administration et service extérieur	Licenciement	Renvoi en cours de période d'essai	12	25,0	16	19,4
		Révocation de la nomination	0	0,0	0	0,0
		Retraite	1 143	15,2	1 348	16,0
		Fin de période déterminée	99	54,4	217	27,3
		Décès	104	11,9	118	55,4
		Démision	1 202	40,0	2 005	26,3
		Total	2 598	30,7	3 736	30,8
		Licenciement	7	30,0	10	8,7
		Renvoi en cours de période d'essai	49	12,5	56	13,0
		Révocation de la nomination	0	0,0	0	0,0
Techniciens	Licenciement	Renvoi en cours de période d'essai	38	68,6	121	70,5
		Révocation de la nomination	0	0,0	0	60,0
		Retraite	277	74,1	1 070	75,8
		Fin de période déterminée	293	84,2	1 858	81,8
		Décès	49	53,3	105	68,7
		Démision	884	86,8	6 715	86,8
		Total	1 557	84,3	9 926	83,7
		Licenciement	16	71,9	57	62,2
		Renvoi en cours de période d'essai	38	68,6	121	70,5
		Révocation de la nomination	0	0,0	0	60,0
Soutien administratif	Licenciement	Renvoi en cours de période d'essai	38	68,6	121	70,5
		Révocation de la nomination	0	0,0	0	60,0
		Retraite	277	74,1	1 070	75,8
		Fin de période déterminée	293	84,2	1 858	81,8
		Décès	49	53,3	105	68,7
		Démision	884	86,8	6 715	86,8
		Total	1 557	84,3	9 926	83,7
		Licenciement	16	71,9	57	62,2
		Renvoi en cours de période d'essai	38	68,6	121	70,5
		Révocation de la nomination	0	0,0	0	60,0

ions d'emploi suite à des mises en disponibilité, par catégorie professionnelle, raison des mises en disponibilité et le groupe linguistique, 1981

Catégorie professionnelle	Anglo- Franco-phones <sup>a</sup>		Total		Décentralisation		Total		Privatisation		Total		Grand total	
	Anglo-phones <sup>a</sup>	Franco-phones <sup>a</sup>	61	330	114	33	147	42	21	63	425	115	540	
Porte professionnelle (groupe EX)	2	1	3	113	80	12	92	1	0	0	179	27	206	
Techniques et spécialistes	98	15	10	60	3	7	10	1	1	2	54	18	72	
Administratif et service	50	10	60	33	12	4	16	1	0	1	37	13	50	
Superviseurs	24	9	33	44	4	8	12	39	20	59	70	45	115	
Administratif	27	17	44	77	14	2	16	0	0	0	82	11	93	
Technicien	68	9	77	269	114	33	147	42	21	63	425	115	540	

de travail préterée.

mmes incluent des SX. Voir la note technique

de travail prélevée.  
ommes incluent des SX. Voir la note technique.

Tableau 51

Cessations d'emploi et motifs

Répartition des cessations d'emploi selon le motif, 1980 et 1981

Motifs de cessations d'emploi (sauf les mises en disponibilité)		1980	1981
Licenciement	inconduite	38	53
	incompétence ou incapacité	53	59
	activités politiques	0	0
	abandon de poste	136	164
	Renvoi en cours de période d'essai	295	410
	Révocation de la nomination	0	9
Retraite	âge légal (65 ans et plus)	1 722	1 622
	volontaire (55 à 64 ans)	2 989	3 897
	raison de santé	498	659
	Fin de période déterminée	3 328	3 711
Décès		518	544
Démision		14 765	14 859
Total <sup>a</sup>		24 342	26 324
Motifs des démissions			
emploi hors de la Fonction publique			
	3 699	3 982	
emploi dans un autre organisme gouvernemental			
	257	209	
nomination par le gouverneur en conseil			
	861	773	
retour aux études			
	6 462	7 902	
autres			
	900	1 961	

<sup>a</sup>Ces données incluent 329 cessations d'emploi en 1981 dont le motif n'a pas été précisé.





Méthodes de sélection ayant fait l'objet d'appels

Grand total	Appels accueillis		Appels non accueillis <sup>a</sup>		Total		Total	
	Hommes	Femmes	Hommes	Femmes	Hommes	Femmes	Hommes	Femmes
1	0	0	1	0	1	0	1	0
Suprême	1	0	1	0	2	0	1	0
se nationale (civils)	193	25	32	17	260	71	292	88
tement des Assurances	1	0	0	0	1	0	1	0
tement d'Etat au Développement économique	1	0	0	0	1	0	1	0
tement d'Etat chargé du Développement social	1	0	0	0	1	0	1	0
il et Immigration	369	51	37	62	298	418	335	480
ie, Mines et Ressources	18	4	6	1	23	3	29	4
nnement	60	9	9	4	64	8	73	12
sion économique régionale	10	2	2	0	12	0	14	0
pes	2	0	0	0	2	0	2	0
rmée royale du Canada (civils)	14	1	0	1	15	13	5	14
rie et Commerce	15	5	5	7	16	3	21	10
e	1	0	0	0	0	0	0	1
es nationaux du Canada	8	1	1	0	7	4	8	4
national de l'énergie	12	0	0	0	10	2	10	2
as et Océans	22	6	4	6	12	8	16	14
is	200	30	39	10	253	66	292	76
u national (Douanes et Accise, Impôt)	220	34	37	30	231	137	268	167
ationale et Bien-être social	54	3	3	0	42	50	45	50
ariat d'Etat du Canada	16	3	1	4	23	33	24	37
cs correctionnel du Canada	96	16	27	7	182	20	209	27
teur général	2	0	0	0	2	0	2	0
itique Canada	11	2	2	0	12	3	14	3
ports	139	24	38	1	163	23	201	24
ill	11	1	0	1	7	6	7	7
ux publics	54	4	4	1	55	11	59	12
1	1 800	263	285	176	1 941	996	2 226	1 172

ai des méthodes de sélection ayant fait l'objet  
es est inférieur au grand total des appels parce  
usieurs personnes peuvent en appeler d'une  
de sélection.  
es appels non accueillis, ont compte ceux qui  
é rejetés ou régies de quelque autre façon par un  
d'appel, avec ou sans audience, soit que l'ap-  
ait retiré son appel ou que l'appel ait été jugé  
valable.

Tableau 46

## Appels et catégorie professionnelle

Méthodes de sélection ayant fait l'objet d'appels et dispositifs des décisions des comités d'appel selon la catégorie professionnelle et le sexe, 1981

Catégorie professionnelle	Méthodes de sélection		Dispositifs des décisions	
	l'objet d'appels ayant fait sélection		Appels non accueillis <sup>b</sup>	
	Total <sup>a</sup>	Accueillis	Hommes	Femmes
Gestion (groupe EX) <sup>c</sup>	1	0	2	0
Scientifiques et spécialistes	122	9	153	24
Administration et service extérieur	733	115	789	430
Techniciens	166	26	228	12
Soutien administratif	433	55	213	459
Exploitation	345	58	17	556
<b>Total</b>	<b>1 800</b>	<b>263</b>	<b>1 76</b>	<b>1 941</b>
				<b>996</b>
				<b>2 226</b>
				<b>1 172</b>
				<b>88</b>

<sup>a</sup> Le total des méthodes de sélection ayant fait l'objet<sup>b</sup> d'appels est inférieur au grand total des appels parce

que plusieurs personnes peuvent en appeler d'une

méthode de sélection.

<sup>c</sup> Parmi les appels non accueillis, on compte ceux qui ont

été rejetés ou réglés de quelque autre façon par un

comité d'appel, avec ou sans audience, soit que l'ap-

pelant ait retiré son appel ou que l'appel ait été jugé

irrecevable.

Ces données incluent des SX. Voir la note technique.

Tableau 47

## Appels et ministère

Méthodes de sélection ayant fait l'objet d'appels et dispositifs des décisions des comités d'appel, selon le ministère et le sexe, 1981

Ministère	Méthodes de sélection		Dispositifs des décisions	
	l'objet d'appels ayant fait sélection		Appels non accueillis <sup>b</sup>	
	Total <sup>a</sup>	Accueillis	Hommes	Femmes
Affaires des anciens combattants	19	3	2	1
Affaires extérieures	18	2	1	2
Affaires indiennes et du Nord canadien	43	9	9	2
Agence canadienne de développement international	5	1	3	0
Agriculture	36	3	3	0
Approvisionnement et Services	64	7	10	6
Archives publiques du Canada	5	2	2	0
Bibliothèque nationale du Canada	2	0	0	0
Bureau de la Coordonnatrice, Situation de la femme	2	0	0	0
Bureau du Commissaire aux langues officielles du Canada	3	0	0	0
Bureau du Conseil privé	3	0	0	0
Bureau du Conseil privé	3	0	0	0
Commission canadienne des droits de la personne	4	1	1	0
Commission canadienne des pensions	3	1	0	1
Commission canadienne des transports	3	0	0	0
Commission d'appel de l'immigration	2	0	0	0
Commission de la Fonction publique	15	2	0	2
Commission nationale des libérations conditionnelles	3	2	0	2
Communications	13	2	4	0
Conseil canadien des relations du travail	2	1	0	1
Conseil de la radiodiffusion et des télécommunications canadiennes	1	0	0	0
Conseil du Trésor (Bureau du Contrôleur général)	3	1	0	1
Conseil du Trésor (Secrétariat)	7	2	1	1
Consommation et Corporations	14	3	2	5

Tableau 44

## Appels et variation annuelle

Nombre d'appels interjetés à l'encontre de méthodes de sélection et à l'encontre de recommandations de renvoi ou de rétrogradation, et variation annuelle en pourcentage, entre 1971 et 1981

Appels interjetés	Méthodes de sélection <sup>a</sup> ou de recommandations de renvoi		Retrogradation <sup>b</sup>		Variation annuelle
	Total	%	Total	%	
Année	1971	1 984	48	2 032	+43,4
	1972	2 467	51	2 518	+23,9
	1973	3 019	42	3 061	+21,6
	1974	4 072	53	4 125	+34,8
	1975	3 377	40	3 417	-17,2
	1976	2 746	64	2 810	-17,8
	1977	3 485	74	3 559	+26,7
	1978	2 687	115	2 802	-21,3
	1979	2 293	146	2 439	-13,0
	1980	3 250	125	3 375	+38,4
	1981 <sup>c</sup>	3 398	113	3 511	+4,0

<sup>a</sup> Article 21 de la Loi sur l'emploi dans la Fonction

<sup>b</sup> Article 31 de la Loi sur l'emploi dans la Fonction

<sup>c</sup> Comprend 411 appels dans lesquels le ministère des

Postes était en cause

## pays et région

l'encontre de recommandations de renvoi et de rétrogradation, selon la région de l'audience, 1981

Appels interjetés	Méthodes de sélection		Recommandations de renvoi ou de rétrogradation		Total <sup>a</sup>
	N.	%	N.	%	
on de l'audience	637	18,7	18	15,9	655
dec (saut R.C.N.)	624	18,4	29	25,7	653
on de la capitale nationale et étranger	441	13,0	15	13,3	456
velle-Ecosse	199	5,9	0	0,0	199
mbie-Britannique	154	4,5	11	9,7	165
itoba	86	2,5	4	3,5	90
rita	77	2,3	6	5,3	83
veau-Brunswick	64	1,9	5	4,4	69
e-Neuve	46	1,3	1	0,9	47
katchewan	42	1,2	1	0,9	43
lu-Prince-Edouard	10	0,3	0	0,0	10
itoires du Nord-Ouest et Yukon	10	0,3	0	0,0	10
3 398	100,0		113	100,0	3 511
100,0					100,0

prend 1 031 (29,3 %) appels réglés sans audience, qu'ils aient été accueillis sans audience ou retirés appelant, soit enfin qu'ils aient été interjetés à l'encontre de méthodes de sélection et 23 à l'encontre de recommandations de renvoi ou de rétrogradation

1980		1981	
Anglo-phones	Franco-phones	Anglo-phones	Franco-phones
Secteur professionnel	Total	Secteur professionnel	Total
193	145	193	145
Sciences de la gestion	138	138	138
Sciences pures et appliquées	647	647	647
Informatique	148	148	148
Total	988	988	988
1980		1981	
Anglo-phones	Franco-phones	Anglo-phones	Franco-phones
Secteur professionnel	Total	Secteur professionnel	Total
193	145	193	145
Sciences de la gestion	138	138	138
Sciences pures et appliquées	647	647	647
Informatique	148	148	148
Total	988	988	988

**Tableau 42**  
Nominations, candidatures et diplômés de collèges communautaires et de cégeps  
Candidatures et nominations liées au programme de recrutement dans les collèges communautaires et les cégeps selon le secteur professionnel, le groupe linguistique et le sexe, 1980 et 1981

1980		1981	
Anglo-phones	Franco-phones	Anglo-phones	Franco-phones
Secteur professionnel	Total	Secteur professionnel	Total
193	145	193	145
Sciences de la gestion	138	138	138
Sciences pures et appliquées	647	647	647
Informatique	148	148	148
Total	988	988	988
1980		1981	
Anglo-phones	Franco-phones	Anglo-phones	Franco-phones
Secteur professionnel	Total	Secteur professionnel	Total
193	145	193	145
Sciences de la gestion	138	138	138
Sciences pures et appliquées	647	647	647
Informatique	148	148	148
Total	988	988	988

**Tableau 43**  
Nominations et Programme d'emplois d'été axés sur la carrière  
Etudiants embauchés dans le cadre du Programme d'emplois d'été axés sur la carrière selon le secteur professionnel, le genre de maison d'enseignement, le groupe linguistique et le sexe, 1980 et 1981

1980		1981	
Anglo-phones	Franco-phones	Anglo-phones	Franco-phones
Secteur professionnel	Total	Secteur professionnel	Total
193	145	193	145
Sciences de la gestion	138	138	138
Sciences pures et appliquées	647	647	647
Informatique	148	148	148
Total	988	988	988
1980		1981	
Anglo-phones	Franco-phones	Anglo-phones	Franco-phones
Secteur professionnel	Total	Secteur professionnel	Total
193	145	193	145
Sciences de la gestion	138	138	138
Sciences pures et appliquées	647	647	647
Informatique	148	148	148
Total	988	988	988



**Admissions, candidatures et diplômes d'universités**

Admissions et nominations liées au programme de recrutement dans les universités selon le secteur professionnel, le groupe linguistique et le sexe, 1980 et 1981

1980

	Candidatures				Nominations			
	Anglo-phones	Franco-phones	Total		Anglo-phones	Franco-phones	Total	
Professionnel	459	88	399	148	547	131	29	86
Administration	1 689	431	1 487	633	2 120	17	9	14
Enseignement	1 398	530	1 386	542	1 928	33	11	29
Sciences pures et appliquées	652	405	891	166	1 057	53	25	61
Mathématiques	313	80	283	110	393	38	8	28
Sciences économiques	1 281	499	1 081	699	1 780	61	28	48
Total	5 792	2 033	5 527	2 298	7 825	333	110	266
	1 777	177	443					
Administration	1 103	361	957	507	1 464	112	40	84
Enseignement	1 757	477	1 567	667	2 234	58	16	54
Sciences pures et appliquées	1 533	807	1 605	735	2 340	131	78	142
Mathématiques	275	45	210	110	320	21	7	17
Sciences économiques	757	407	672	492	1 164	40	31	40
Total	5 790	2 293	5 515	2 568	8 083	423	186	388
	221	221	609					

Le nombre de candidatures excède le nombre de nominations, car chaque candidat peut poser plus d'une candidature. On prend 12 nominations du Bureau du Vérificateur général du Canada en 1980 et 16 en 1981.

Tableau 40

## Nominations et diplômés d'universités

Répartition, en nombre et pourcentages, des diplômés d'universités et des nominations à la Fonction publique dans le cadre du programme de recrutement dans les universités, selon la région où le diplôme a été décerné, le groupe linguistique et le sexe, 1981

Région	Diplômés <sup>a</sup>		Nominations	
	Hommes	Femmes	Hommes	Femmes
N. %	Total		Total	
Anglo-phones	1,5	22	0	13
Franco-phones	0	13	9	22
Ille-du-Prince-Edouard	675	140	260	0,3
Nouvelle-Écosse	2 390	4 790	4,9	61
Nouveau-Brunswick	1 345	2 755	2,8	23
Québec	13 350	24 040	24,4	19
Ontario	22 240	43 120	43,7	224
Manitoba	2 455	4 715	4,8	19
Saskatchewan	1 780	3 280	3,3	6
Alberta	3 785	7 245	7,3	6
Colombie-Britannique	3 845	6 910	7,0	20
Étranger <sup>b</sup>	—	—	—	14
Total	52 155	46 480	98 635	100,0
	185	388	221	609

<sup>a</sup> Les données pour les diplômés de 1981 proviennent de Statistique Canada.

<sup>b</sup> Canadiens étudiant à l'étranger.

## Nominations et postes bilingues (exigences linguistiques différées ou

## suspensives)

Répartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique à des postes bilingues (exigences linguistiques différées ou suspensives) selon la catégorie professionnelle, la situation linguistique des titulaires et le groupe linguistique, 1981

Catégorie professionnelle	des titulaires et exigences du poste	Anglophones	Francophones	Total <sup>a</sup>	
		N.	%	N.	%
(groupe EX) <sup>b</sup>	Ont satisfait	123	60	93,8	183
	Doivent satisfaire	76	3	4,7	79
	N'ont pas à satisfaire <sup>c</sup>	23	1	1,6	24
	<b>Total<sup>d</sup></b>	<b>222</b>	<b>64</b>	<b>100,0</b>	<b>286</b>
	Scientifiques et spécialistes	364	467	81,1	833
Administration et service extérieur	Doivent satisfaire	306	88	15,3	394
	N'ont pas à satisfaire <sup>c</sup>	53	19	3,3	72
	<b>Total<sup>d</sup></b>	<b>724</b>	<b>576</b>	<b>100,0</b>	<b>1 302</b>
	Ont satisfait	1 555	2 485	85,5	4 042
	Doivent satisfaire	979	377	13,0	1 356
Techniciens	N'ont pas à satisfaire <sup>c</sup>	184	42	1,4	228
	<b>Total<sup>d</sup></b>	<b>2 721</b>	<b>2 905</b>	<b>100,0</b>	<b>5 630</b>
	Ont satisfait	167	671	81,9	839
	Doivent satisfaire	123	120	14,7	243
	N'ont pas à satisfaire <sup>c</sup>	33	27	3,3	60
Soutien administratif	<b>Total<sup>d</sup></b>	<b>323</b>	<b>819</b>	<b>100,0</b>	<b>1 143</b>
	Ont satisfait	789	2 802	81,1	3 600
	Doivent satisfaire	706	603	17,5	1 309
	N'ont pas à satisfaire <sup>c</sup>	97	42	1,2	139
	<b>Total<sup>d</sup></b>	<b>1 597</b>	<b>3 454</b>	<b>100,0</b>	<b>5 060</b>
Exploitation	Ont satisfait	45	155	67,7	200
	Doivent satisfaire	30	65	28,4	95
	N'ont pas à satisfaire <sup>c</sup>	10	8	3,5	18
	<b>Total<sup>d</sup></b>	<b>85</b>	<b>229</b>	<b>100,0</b>	<b>314</b>
	Ont satisfait	3 044	6 641	82,5	9 700
Toutes les catégories <sup>e</sup>	Doivent satisfaire	2 221	1 256	15,6	3 477
	N'ont pas à satisfaire <sup>c</sup>	400	139	1,7	541
	<b>Total<sup>d</sup></b>	<b>5 674</b>	<b>8 048</b>	<b>100,0</b>	<b>13 739</b>
	Grand total				
					100,0

<sup>a</sup>Dans 17 cas, les documents de nomination ne précisent pas la première langue officielle.

<sup>b</sup>Ces données incluent des SX. Voir la note technique.

<sup>c</sup>Titulaires autorisés, en vertu d'un décret d'exclusion, à occuper un poste bilingue sans posséder la compétence requise, mais dont certains sont désireux de l'acquiescer. Outre ces unilingues, ce groupe comprend des employés bilingues dont la compétence est cependant insuffisante en regard des exigences de leur poste.

<sup>d</sup>Dans 21 cas, les documents de nomination ne précisent pas la situation linguistique du titulaire.

<sup>e</sup>Comprend 4 nominations à des postes qui n'ont pas encore été classés dans l'une ou l'autre des six catégories professionnelles.

Tableau 38

Nominations et postes bilingues (exigences linguistiques préalables)

Répartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique à des postes bilingues (exigences linguistiques préalables) selon la catégorie professionnelle, la modalité d'emploi et le groupe linguistique, 1981

Catégorie professionnelle	Modalité d'emploi	Anglophones	N.	%	Francophones		Total <sup>19</sup>
Gestion (groupe EX) <sup>a</sup>	Période indéterminée	15	18	100,0	33	0	97
	Période déterminée	0	0	0,0	0	0	0
	<b>Total</b>	<b>15</b>	<b>18</b>	<b>100,0</b>	<b>33</b>	<b>0</b>	<b>33</b>
Scientifiques et spécialistes	Période indéterminée	74	153	59,8	228	166	42
	Période déterminée	61	103	40,2	166	57	42
	<b>Total</b>	<b>136</b>	<b>256</b>	<b>100,0</b>	<b>395</b>	<b>100,0</b>	<b>100</b>
Administration et service extérieur	Période indéterminée	411	780	60,2	1 192	61	36
	Période déterminée	216	514	39,7	732	30	100
	<b>Total</b>	<b>630</b>	<b>1 295</b>	<b>100,0</b>	<b>1 928</b>	<b>100,0</b>	<b>100</b>
Techniciens	Période indéterminée	43	64	34,4	107	38	61
	Période déterminée	45	122	65,6	169	6	100
	<b>Total</b>	<b>88</b>	<b>186</b>	<b>100,0</b>	<b>276</b>	<b>100,0</b>	<b>100</b>
Soutien administratif	Période indéterminée	294	899	21,4	1 199	22	77
	Période déterminée	758	3 291	78,5	4 062	39	100
	<b>Total</b>	<b>1 052</b>	<b>4 192</b>	<b>100,0</b>	<b>5 263</b>	<b>100,0</b>	<b>100</b>
Exploitation	Période indéterminée	16	51	41,1	67	43	56
	Période déterminée	14	72	58,1	87	39	100
	<b>Total</b>	<b>30</b>	<b>124</b>	<b>100,0</b>	<b>155</b>	<b>100,0</b>	<b>100</b>
Toutes les catégories <sup>d</sup>	Période indéterminée	852	1 965	32,4	2 825	64	64
	Période déterminée	1 096	4 102	67,6	5 218	36	100
	<b>Grand total</b>	<b>1 952</b>	<b>6 071</b>	<b>100,0</b>	<b>8 051</b>	<b>100,0</b>	<b>100</b>

<sup>a</sup>Dans 28 cas, les documents de nomination ne précisent pas la modalité d'emploi.

<sup>b</sup>Ces données incluent des SX. Voir la note technique.

<sup>c</sup>Dans 8 cas, les documents de nomination ne précisent pas la modalité d'emploi.

<sup>d</sup>Comprend une nomination à un poste qui n'a pas encore été classé dans l'une ou l'autre des six catégories professionnelles.

Note : Comme par le passé, aucun candidat ne peut être nommé à un poste pour une période déterminée s'il ne satisfait pas aux exigences linguistiques du poste.

1981									
A la Fonction publique					Au sein de la Fonction publique				
Anglo-phones	N.	%	Total	Anglo-phones	N.	%	Total	Francophones	Grand total
23	16	41,0	39	214	66	23,6	280	319	83,3
6	0	0,0	6	48	0	0,0	48	54	14,1
0	0	0,0	0	0	0	0,0	0	0	0,0
0	0	0,0	0	7	0	0,0	7	10	2,6
2	1	33,3	3						
31	17	35,4	48	269	66	19,7	335	383	100,0
95	194	67,1	293	763	637	45,5	1 401	1 697	21,8
1 526	42	2,7	1 587	3 374	84	2,4	3 461	5 054	64,9
8	171	95,5	179	14	329	95,9	345	524	6,7
130	75	36,6	208	215	83	27,9	298	506	6,5
1 759	482	21,5	2 267	4 369	1 133	20,6	5 508	7 786	100,0
272	473	63,5	748	3 076	3 726	54,8	6 805	7 558	34,7
2 275	86	3,6	2 373	9 781	237	2,4	10 031	12 416	57,0
4	220	98,2	225	8	879	99,1	887	1 113	5,1
137	55	28,6	195	288	87	23,2	375	571	2,6
2 722	845	23,7	3 587	13 202	4 952	27,3	18 170	21 778	100,0
46	196	81,0	243	365	808	68,9	1 175	1 419	14,5
1 493	34	2,2	1 558	5 621	110	1,9	5 745	7 312	74,5
4	112	96,6	117	11	352	97,0	365	482	4,9
133	44	24,9	178	285	124	30,3	410	588	6,0
1 678	386	18,7	2 098	6 293	1 397	18,2	7 709	9 818	100,0
268	993	78,7	1 273	2 380	6 643	73,6	9 039	10 323	19,1
3 804	105	2,7	4 007	26 549	1 019	3,7	27 670	31 688	58,7
9	390	97,7	402	54	6 367	99,2	6 426	6 832	12,7
228	113	33,1	353	2 759	1 759	38,9	4 537	4 892	9,1
4 353	1 627	27,2	6 106	31 879	15 839	33,2	47 861	53 996	100,0
15	58	79,5	73	99	294	74,8	394	469	2,2
3 206	46	1,4	3 295	12 198	136	1,1	12 385	15 699	74,1
12	336	96,6	349	57	2 632	97,9	2 691	3 043	14,4
114	167	59,4	289	783	869	52,6	1 670	1 960	9,3
3 351	607	15,3	4 010	13 144	3 933	23,0	17 149	21 185	100,0
720	1 930	72,8	2 670	6 899	12 175	63,8	19 098	21 790	18,9
12 342	313	2,5	12 864	57 586	1 586	2,7	59 356	72 277	62,8
37	1 229	97,1	1 272	144	10 563	98,7	10 718	11 998	10,4
744	455	37,9	1 226	4 339	2 922	40,2	7 299	8 529	7,4
13 927	3 964	22,2	18 155	69 175	27 325	28,3	96 758	115 017	100,0



**Tableau 37**

**Nominations, catégorie professionnelle, statut linguistique du poste et groupe linguistique**  
Répartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique, selon la catégorie professionnelle, le statut linguistique du poste et le groupe linguistique du titulaire.

1980 et 1981

Catégorie professionnelle	Statut linguistique du poste	A la Fonction publique		Au sein de la Fonction publique		Grand total
		Anglo-phones	%	Anglo-phones	%	
(groupe EX) <sup>a</sup>	Gestion	13	8	23	88	380
	Bilingue					43
	Anglais	2	0	42	1	43
	Francais	0	0	0	0	0
Scientifiques et spécialistes	Total	18	9	325	89	452
	Bilingue	72	115	653	539	1 392
	Anglais	1 280	15	3 195	42	4 537
	Francais	5	117	269	98,2	274
Administration et service extérieur	Total	1 432	276	4 053	901	6 681
	Bilingue	125	243	2 690	2 748	5 558
	Anglais	1 477	33	9 259	117	10 895
	Francais	4	146	874	99,1	883
Techniciens	Total	1 699	449	12 282	3 828	18 395
	Bilingue	35	90	313	647	965
	Anglais	1 152	14	5 010	65	6 254
	Francais	1	82	278	96,9	370
Soutien administratif	Total	1 285	215	5 556	1 068	8 144
	Bilingue	201	656	2 323	4 786	7 263
	Anglais	3 699	52	24 080	531	28 398
	Francais	8	532	5 395	99,0	6 000
Exploitation	Total	4 099	1 354	29 364	12 154	47 234
	Bilingue	21	29	51	112	361
	Anglais	3 167	10	3 180	53	15 273
	Francais	5	324	330	2 801	3 172
Toutes les catégories <sup>b</sup>	Total	3 296	440	13 003	3 881	20 646
	Bilingue	467	1 142	1 662	9 050	17 376
	Anglais	10 817	124	10 955	53 630	65 452
	Francais	23	1 202	1 229	9 617	10 973
Grand total		11 874	2 747	14 693	64 602	101 622

<sup>a</sup>Dans 72 nominations à la Fonction publique et 404 au sein de la Fonction publique en 1980 et, 264 nominations à la Fonction publique et 258 au sein de la Fonction publique en 1981, les documents de nomination ne précisent pas la première langue officielle. Ces données incluent des SX. Voir la note technique. <sup>b</sup>Dans 17 cas en 1980 et 423 en 1981, le statut linguistique du poste n'a pas été précisé. <sup>c</sup>Comprend 2 nominations en 1980 et 36 en 1981 à des postes qui n'ont pas encore été classés dans l'une ou l'autre des six catégories professionnelles.

omnitions, lieu de travail et groupe linguistique  
partition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique selon le  
u de travail et le groupe linguistique, 1980 et 1981

1980

A la Fonction publique										Au sein de la Fonction publique									
Francophones					Anglophones					Francophones					Grand total				
N.		%		Total	N.		%		Total	N.		%		Total	N.		%		Total
1981	1982	1981	1982		1981	1982	1981	1982		1981	1982	1981	1982		1981	1982			
325	1	0,3	328	1 954	3	0,2	1 957	2 285	2,2	48	1	2,0	49	438	17	3,7	457	506	0,5
788	34	4,1	823	6 301	34	0,5	6 336	7 159	7,0	343	144	29,6	502	2 349	535	18,6	2 924	3 426	3,4
81	1 570	95,1	1 656	444	12 906	96,7	13 365	15 021	14,8	1 995	45	2,2	2 047	13 569	269	1,9	13 867	15 914	15,7
1 193	7	0,6	1 200	4 199	16	0,4	4 217	5 417	5,3	703	2	0,3	705	2 107	7	0,3	2 116	2 821	2,8
1 997	14	0,7	2 013	5 007	12	0,2	5 021	7 034	6,9	1 818	8	0,4	1 827	8 743	14	0,2	8 770	10 597	10,4
232	0	0,0	232	389	1	0,3	390	622	0,6	444	4	0,9	450	616	28	4,3	645	1 095	1,1
1 903	914	32,4	2 854	18 416	8 054	30,4	26 765	29 619	29,1	3	3	50,0	6	68	26	27,7	96	102	0,1
11 874	2 747	18,8	14 693	64 602	21 923	25,3	86 929	101 622	100,0	1981									
381	7	1,8	413	2 290	7	0,3	2 319	2 733	2,4										
101	15	12,9	119	502	38	7,0	540	669	0,6	831	51	5,8	896	5 981	71	1,2	6 059	6 958	6,0
287	103	26,4	394	2 218	887	28,6	3 111	3 505	3,0	287	103	26,4	394	2 218	887	28,6	3 111	3 505	3,0
122	1 633	93,0	1 763	513	14 748	96,6	15 276	17 050	14,8	2 430	143	5,6	2 656	16 002	647	3,9	16 721	19 390	16,9
1 124	28	2,4	1 165	4 159	89	2,1	4 261	5 436	4,7	1 721	8	1,1	1 730	1 944	8	0,4	1 957	2 688	2,3
2 286	39	1,7	2 336	5 164	58	1,1	5 233	7 575	6,6	2 032	29	1,4	2 085	9 344	74	0,8	9 451	11 546	10,0
184	2	1,1	194	341	2	0,6	345	540	0,5	460	11	2,3	487	593	24	3,9	621	1 109	1,0
2 897	1 870	39,2	4 819	19 918	10 602	34,7	30 588	35 445	30,8	69	25	26,6	96	195	67	25,6	262	358	0,3
13 927	3 964	22,2	18 155	69 175	27 325	28,3	96 758	115 017	100,0										

ns 72 nominations à la Fonction publique et 404 au  
de la Fonction publique en 1980 et, 264 nomina-  
s à la Fonction publique et 258 au sein de la  
ction publique en 1981, les documents de nomina-  
ne précisent pas la première langue officielle.  
ns 4 cas en 1980 et 25 en 1981, les documents de  
mination ne précisent pas le lieu de travail.

Tableau 35

## Nominations, lieu de travail et sexe

Répartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique selon le lieu de travail et le sexe, 1980 et 1981

Lieu de travail	Hommes		Femmes		Total <sup>a</sup>		Hommes		Femmes		Total <sup>a</sup>	
	N.	%	N.	%	Total <sup>a</sup>	%	N.	%	N.	%	Total <sup>a</sup>	%
A la Fonction publique												
Terre-Neuve	212	35,4	328	1 294	663	33,9	1 957	2 285	457	50,1	506	50,6
Île-du-Prince-Édouard	27	44,9	49	228	229	50,1	31,1	6 336	7 159	3 426	7 159	7 159
Nouveau-Brunswick	219	283	56,4	502	1 431	1 993	61,1	2 924	3 426	1 957	2 285	2 285
Nouvelle-Écosse	566	257	31,2	823	4 368	1 968	31,1	6 336	7 159	3 426	7 159	7 159
Québec (sauf R.C.N.)	885	771	46,6	1 656	6 603	6 762	50,6	13 365	15 021	1 957	2 285	2 285
Ontario (sauf R.C.N.)	1 000	1 047	51,1	2 047	6 121	7 746	55,9	13 867	15 914	1 957	2 285	2 285
Manitoba	491	709	59,1	1 200	1 891	2 326	55,2	4 217	5 417	1 957	2 285	2 285
Saskatchewan	337	368	52,2	705	940	1 175	55,5	2 821	3 426	1 957	2 285	2 285
Alberta	1 021	992	49,3	2 013	2 262	2 759	54,9	5 021	7 034	1 957	2 285	2 285
Colombie-Britannique	885	942	51,6	1 827	4 706	4 064	46,3	8 770	10 597	1 957	2 285	2 285
Yukon	92	140	60,3	232	217	173	44,4	390	622	1 957	2 285	2 285
Territoires du Nord-Ouest	209	241	53,6	450	349	296	45,9	645	1 095	1 957	2 285	2 285
Région de la capitale nationale	1 270	1 584	55,5	2 854	11 480	15 285	57,1	26 765	29 619	1 957	2 285	2 285
Étranger	3	3	50,0	6	79	17	17,7	96	102	1 957	2 285	2 285
Total <sup>b</sup>	7 218	7 475	50,9	14 693	41 972	44 956	51,7	86 929	101 622	1 957	2 285	2 285
1981												
Terre-Neuve	224	125	30,3	413	1 388	804	34,7	2 319	2 733	1 957	2 285	2 285
Île-du-Prince-Édouard	67	50	22,0	119	264	274	50,7	540	659	1 957	2 285	2 285
Nouvelle-Écosse	649	197	22,0	896	3 847	2 036	33,6	6 059	6 958	1 957	2 285	2 285
Nouveau-Brunswick	230	153	38,8	394	1 402	1 689	54,3	3 111	3 505	1 957	2 285	2 285
Québec (sauf R.C.N.)	983	739	41,9	1 763	6 775	8 436	55,2	15 276	17 050	1 957	2 285	2 285
Ontario (sauf R.C.N.)	1 266	1 178	44,4	2 656	6 993	9 257	55,4	16 721	19 390	1 957	2 285	2 285
Manitoba	484	590	50,6	1 165	1 787	2 162	50,7	4 261	5 436	1 957	2 285	2 285
Saskatchewan	322	386	52,9	730	825	1 091	55,7	1 957	2 688	1 957	2 285	2 285
Alberta	1 104	1 131	48,4	2 336	2 373	2 808	53,7	5 233	7 575	1 957	2 285	2 285
Colombie-Britannique	999	1 025	49,2	2 085	4 695	4 677	49,5	9 451	11 546	1 957	2 285	2 285
Yukon	73	114	58,8	194	176	167	48,4	345	540	1 957	2 285	2 285
Territoires du Nord-Ouest	193	267	54,8	487	309	299	57,4	621	1 109	1 957	2 285	2 285
Région de la capitale nationale	2 087	2 469	51,2	4 819	12 615	17 571	57,4	30 588	35 445	1 957	2 285	2 285
Étranger	38	46	47,9	96	159	100	38,2	262	358	1 957	2 285	2 285
Total <sup>b</sup>	8 720	8 470	46,7	18 155	43 610	51 382	53,1	96 758	115 017	1 957	2 285	2 285

<sup>a</sup>Dans un cas en 1980 et 2 738 en 1981, les documents de nomination ne précisent pas le sexe de l'employé ni, dans 104 cas, s'il s'agit d'une nomination à ou au sein de la Fonction publique.

<sup>b</sup>Dans 4 cas en 1980 et 25 en 1981, les documents de nomination ne précisent pas le lieu de travail.

taille de nomination

Mode de sélection

	N.	%
1980		
1981	N.	%

■ Regressives

	concours	répertoires	reclassifications	autres modalités	Total
● affiches	520	150	59	1 275	2 004
● concours	25,9	7,5	2,9	63,6	100,0
● réperoires	793	519	293	1 395	3 003
● sans concours					100,0
● autres modalités					46,5

trogradations

utes les modalités  
nomination

	concours	répertoires	reclassifications	autres modalités	Grand total
● affiches	34 010	13 663	5 365	33 448	86 506
● concours	39,3	15,8	6,2	38,7	100,0
● réperoires	31 224	38 273	5 479	21 397	96 423
● sans concours					100,0
● autres modalités					22,2

ns 455 cas en 1980 et 243 en 1981, les docu-  
nts de nomination ne présentent pas la modalité de  
mination.  
ns 50 cas en 1981 les documents de nomination  
présentent pas le mode de sélection.  
te : Ces données n'incluent pas les nominations  
sein de la catégorie Gestion.

**Nominations et mode de sélection**

Répartition, en nombre et pourcentage, des nominations au sein de la Fonction publique selon la modalité de nomination et le mode de sélection, 1980 et 1981

Modalité de nomination	Mode de sélection	
	N.	%
	1980	1981

**Promotions**

Total		100,0	30 062	100
● concours	● affiches	15 602	64,3	21 151
	● répertoirés	1 854	7,6	3 305
	● reclassifications	4 106	16,9	5 132
	● autres modalités	2 708	11,2	4 65
Total		24 270	100,0	30 062

**Mutations**

Total		100,0	63 110	100
■ Latérales	■ reconduction d'une nomination pour une période déterminée	● concours	● affiches	3 457
			5,8	1 128
		● répertoirés	3 631	6,1
		● reclassifications	1	0,0
		● autres modalités	10 526	17,6
		● concours	14 275	23,9
		● affiches	7 821	13,1
		● répertoirés	11 040	17
		● reclassifications	1 199	2,0
		● autres modalités	18 866	31,6
Total		59 776	100,0	63 110



Modalité de nomination	1980	1981
N.	%	N.
%		

Modalité d'emploi	1980	1981
• période indéterminée à	1 300	64,9
• période déterminée à	2 095	69,8

Total	2 004	100,0	3 003	100,0
• période indéterminée à	79	3,9	98	3,3
• période déterminée à	226	11,3	428	14,3
• période déterminée à	399	19,9	377	12,6

Total	1	100,0	5	100,0
• dans un autre ministère	5 314	6,1	6 147	6,4
• dans le même ministère	80 739	93,3	90 160	93,5

Total	86 506	100,0	96 423	100,0
• dans un autre groupe	10 923	12,6	11 879	12,3
• dans le même groupe ou sous-groupe	75 129	86,8	84 452	87,6

Total	86 506	100,0	96 423	100,0
• modalité d'emploi	42 960	49,7	43 111	44,7
• période indéterminée à	591	0,7	743	0,8
• période déterminée à	9 072	10,5	11 640	12,1
• période indéterminée à	33 883	39,2	40 865	42,4

Total	86 506	100,0	96 423	100,0
• modalité d'emploi	42 960	49,7	43 111	44,7
• période indéterminée à	591	0,7	743	0,8
• période déterminée à	9 072	10,5	11 640	12,1
• période indéterminée à	33 883	39,2	40 865	42,4

dition de ces totaux ne correspond pas à la  
me de toutes les modalités de nomination parce  
dans 453 cas en 1980 et 116 en 1981, les  
éments de nomination ne précisent pas s'il y a eu  
gement de ministère.  
s 453 cas en 1980 et 243 en 1981, les docu-  
ts de nomination ne précisent pas la modalité de  
ination

2b. : Ces données n'incluent pas les nominations  
in de la catégorie Gestion. Voir les tableaux 32a

Modalité de nomination		Mobilité professionnelle		Mutations	
N	%	N	%	N	%
1980		1981			
<p>■ Latérales</p> <p>■ reconduction d'une nomination pour une période déterminée</p>					
100	27 007	100,0	17 615	8	91
■ autres		● ministère		● dans un autre ministère	
	2 935		3 208		7,6
● dans le même ministère		● dans un autre ministère		● dans le même ministère	
	33 122		38 953		92,4
<p><b>Total</b></p> <p>42 161 100,0 36 103 100</p>					
<p>● groupe</p> <p>● dans un autre groupe</p> <p>● ou sous-groupe</p> <p>6 341 15,0 52,1</p>					
<p>● dans le même groupe</p> <p>35 820 85,0 35 555 98</p>					
<p><b>Total</b></p> <p>42 161 100,0 36 103 100</p>					
<p>● modalité d'emploi</p> <p>● période indéterminée à</p> <p>21 239 50,4 16 351 45</p>					
<p>● période indéterminée à</p> <p>365 0,9 333 0</p>					
<p>● période déterminée à</p> <p>6 808 16,1 7 655 21</p>					
<p>● période déterminée à</p> <p>13 749 32,6 11 742 32</p>					
<p><b>Total</b></p> <p>42 161 100,0 36 103 100</p>					
<p>■ Régressives</p> <p>● ministère</p> <p>● dans un autre ministère</p> <p>297 14,8 575 19</p>					
<p>● dans le même ministère</p> <p>1 707 85,2 2 422 80</p>					
<p><b>Total</b></p> <p>2 004 100,0 3 003 100</p>					
<p>● groupe</p> <p>● dans le même groupe</p> <p>632 31,5 1 523 50</p>					
<p>● dans un autre groupe</p> <p>1 372 68,5 1 474 49</p>					
<p><b>Total</b></p> <p>2 004 100,0 3 003 100</p>					

nomination et mobilité professionnelle  
 répartition, en nombre et pourcentage, des nominations au sein de la Fonction publique, selon la  
 catégorie de nomination et la mobilité professionnelle, 1980 et 1981

	Mobilité professionnelle		Catégorie de nomination	
	N.	%	N.	%
	1980		1981	

• ministère

• dans un autre ministère	1 635	6,7	2 589	8,6
• dans le même ministère	22 635	93,3	27 448	91,3

Total

• dans un autre groupe	3 814	15,7	9 657	32,1
• ou sous-groupe				

• dans le même groupe	20 456	84,3	20 380	67,8
• ou sous-groupe				

Total

• période indéterminée à	20 419	84,1	24 540	81,6
• période déterminée à				

• période indéterminée à	147	0,6	277	0,9
• période déterminée à				

• période indéterminée à	2 038	8,4	3 400	11,3
• période déterminée à				

• période indéterminée à	1 666	6,9	1 823	6,1
• période déterminée à				

Total

• modalité d'emploi

91

Tableau 32a

**Nominations, catégorie Haute direction et mobilité professionnelle**

Nominations interministérielles et intraministérielles au sein de la catégorie Haute direction selon la modalité de nomination et la mobilité professionnelle, 1980

Modalité de nomination	Interministérielles		Intraministérielles	
	N.	%	N.	%
Promotions	48	22,5	165	77,5
Mutations latérales	61	29,9	143	70,1
Rétrogradations	2	33,3	4	66,7
<b>Total</b>	<b>111</b>	<b>26,2</b>	<b>312</b>	<b>73,8</b>

Tableau 32b

**Nominations, catégorie Gestion et mobilité professionnelle**Nominations interministérielles et intraministérielles au sein de la catégorie Gestion (groupe EX)<sup>a</sup> selon la modalité de nomination et la mobilité professionnelle, 1981

Modalité de nomination	Interministérielles		Intraministérielles	
	N.	%	N.	%
Promotions	39	19,5	161	80,5
Redéploiement	62	49,2	64	50,8
Mutations régressives	2	22,2	7	77,8
<b>Total</b>	<b>103</b>	<b>30,7</b>	<b>232</b>	<b>69,3</b>

<sup>a</sup>Ces données incluent des SX. Voir la note technique.

Catégorie professionnelle	Modalité de nomination	
	N	%
	1980	1981

autres les catégories<sup>b</sup>

mutations à la Fonction publique

mutations au sein la Fonction publique

Mutations	Promotions	latérales	reconduction d'une nomination pour une période déterminée	autres		régressives	Rétrogradations	total
				N	%			
14 664	24 270	17 615	17 4	36 103	41,7	2 004	1	101 170
14,5	24,0	17,4	17,4	36 103	41,7	2,0	0,0	100,0
18 107	30 062	27 007	27 007	36 103	41,7	3 003	5	114 634
15,8	26,2	23,6	23,6	36 103	41,7	2,6	0,0	100,0

ns 455 cas en 1980 et 243 en 1981, les documents de nomination ne précisent pas la modalité de nomination.  
prend 70 nominations en 1980 et 71 en 1981 à postes qui n'ont pas encore été classés dans l'autre des catégories professionnelles.  
te : Sont exclues les nominations à et au sein de la catégorie Gestion. Voir les tableaux 30a et 30b.



Catégorie professionnelle		Modalité de nomination		1980		1981	
				N.	%	N.	%
Soutien administratif							
Nominations à la Fonction publique							
Nominations au sein de la Fonction publique							
■ Promotions							
		10 130	21,4	11 389			
■ Mutations							
● latérales							
● reconduction d'une nomination pour une période déterminée							
		10 720	22,7	17 222			
● autres							
		19 701	41,7	17 863			
● régressives							
		921	1,9	1 262			
■ Rétrogradations							
		1	0,0	2			
Total							
		47 234	100,0	53 996			
Exploitation							
Nominations à la Fonction publique							
Nominations au sein de la Fonction publique							
■ Promotions							
		2 658	12,9	3 371			
■ Mutations							
● latérales							
● reconduction d'une nomination pour une période déterminée							
		4 562	22,1	6 583			
● autres							
		9 178	44,5	6 644			
● régressives							
		426	2,1	522			
■ Rétrogradations							
		0	0,0	3			
Total							
		20 646	100,0	21 185			

[illegible]

Modalité de nomination		Femmes		Francophones	
	N.	%	N.	%	
De l'extérieur de la Fonction publique	3	10,3	9	33,3	
Promotions	12	5,6	46	22,0	2
Mutations latérales	6	2,9	42	21,0	2
Mutations régressives	0	0,0	1	20,0	
<b>Total</b>	<b>21</b>	<b>4,6</b>	<b>98</b>	<b>22,2</b>	<b>4</b>

**Nominations et catégorie Gestion**

Modalité de nomination		Femmes		Francophones		Autochtones	
	N.	%	N.	%	N.	%	Tot.
De l'extérieur de la Fonction publique	5	10,4	17	35,4	0	0,0	20
Promotions	15	7,5	36	18,0	1	0,5	17
Redéploiements	7	5,6	29	23,0	0	0,0	36
Pétroragations	0	0,0	1	11,1	0	0,0	36
<b>Total</b>	<b>27</b>	<b>7,0</b>	<b>83</b>	<b>21,7</b>	<b>1</b>	<b>0,3</b>	<b>36</b>

Voilà la note technique.

Note: Les transpositions au groupe EX ne constituent pas des nominations.

### Nominations et catégorie professionnelle

répartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique selon la catégorie professionnelle et la modalité de nomination, 1980 et 1981

Catégorie professionnelle	Modalité de nomination	N.	%	N.
		1980		1981

Scientifiques et spécialistes

### Nominations à la Fonction publique

Nominations au sein  
de la Fonction publique

Ministère du sein		la Fonction publique	
■ Promotions	2 098	31,4	2 463
■ Mutations			
● latérales			
● reconduction d'une nomination pour une période déterminée	421	6,3	619
● autres	2 326	34,8	2 252
● régressives	100	1,5	157
■ Rétrogradations	0	0,0	0
<b>Total</b>	<b>6 681</b>	<b>100,0</b>	<b>7 786</b>

Tableau 29

Nominations et modalité d'emploi

Nominations à et au sein de la Fonction publique selon la modalité d'emploi, 1980 et 1981

		1980		1981	
Modalité d'emploi	Période	Fonction publique	Fonction publique	Fonction publique	Fonction publique
		Au sein de la	A la	A la	Au sein de la
Période indéterminée	Total <sup>a</sup>	9 495	51 767	61 262	11 716
Période déterminée	Total <sup>b</sup>	10 450	52 568	63 018	12 716
Toutes les modalités d'emploi	Total <sup>c</sup>	4 243	34 361	38 604	5 425
Grand total <sup>d</sup>	Total <sup>e</sup>	14 693	86 929	101 622	18 155
		13 579	85 418	98 997	16 902
		372	919	1 291	493
		742	592	1 334	754
		1 11 872	94 896	1 224	1 727
		1 380	96 758	115 017	

Dans 104 cas en 1981, les documents de nomination ne précisent pas s'il s'agit d'une nomination à ou au sein de la Fonction publique.

L'addition de ces totaux ne correspond pas au grand total parce que, dans 96 cas en 1981, les documents de nomination ne précisent pas la modalité d'emploi (période indéterminée ou déterminée).

Dans 38 cas en 1981, les documents de nomination ne précisent pas la modalité d'emploi (temps plein, temps partiel ou saisonnier).

# Statut linguistique du poste, catégorie professionnelle et groupe linguistique

Repartition, en nombre et pourcentage, des employés par catégorie professionnelle, statut linguistique du poste et selon le groupe linguistique de l'employé, 1981

Catégorie professionnelle	Statut linguistique du poste	Anglophones	N.	%	Francophones	
					Anglophones	Francophones
Gestion (groupe EX) <sup>a</sup>	Bilingue	923	271	22,7	1 194	1
	Anglais	159	2	1,2	161	0
	Francais	0	0	0,0	0	0
	Anglais ou français	42	21	33,3	63	0
	<b>Total</b>	<b>1 202</b>	<b>314</b>	<b>20,2</b>	<b>1 516</b>	<b>15</b>
Scientifiques et spécialistes	Bilingue	3 609	3 031	45,6	6 640	66
	Anglais	11 757	195	1,6	11 952	119
	Francais	34	701	95,4	735	73
	Anglais ou français	630	127	16,8	757	73
	<b>Total</b>	<b>16 917</b>	<b>4 243</b>	<b>19,6</b>	<b>21 160</b>	<b>216</b>
Administration et service extérieur	Bilingue	9 000	11 017	55,0	20 017	200
	Anglais	25 935	473	1,8	26 408	264
	Francais	42	2 118	98,1	2 160	21
	Anglais ou français	1 234	326	20,9	1 560	15
	<b>Total</b>	<b>37 532</b>	<b>14 284</b>	<b>27,3</b>	<b>51 816</b>	<b>523</b>
Techniciens	Bilingue	1 799	3 040	62,8	4 839	48
	Anglais	17 318	465	2,6	17 783	177
	Francais	43	1 054	96,1	1 097	10
	Anglais ou français	1 022	261	20,3	1 283	12
	<b>Total</b>	<b>21 216</b>	<b>5 073</b>	<b>19,1</b>	<b>26 289</b>	<b>265</b>
Soutien administratif	Bilingue	5 446	11 465	67,8	16 911	169
	Anglais	33 656	1 481	4,2	35 137	351
	Francais	157	5 350	97,1	5 507	55
	Anglais ou français	3 069	1 514	33,0	4 583	45
	<b>Total</b>	<b>46 016</b>	<b>21 144</b>	<b>31,0</b>	<b>67 160</b>	<b>681</b>
Exploitation	Bilingue	737	2 061	73,7	2 798	27
	Anglais	27 776	576	2,0	28 352	283
	Francais	225	5 809	96,3	6 034	60
	Anglais ou français	1 980	1 872	48,6	3 852	38
	<b>Total</b>	<b>33 518</b>	<b>10 912</b>	<b>24,2</b>	<b>44 430</b>	<b>451</b>
Toutes les catégories <sup>b</sup>	Bilingue	21 567	30 955	58,9	52 522	525
	Anglais	116 624	3 193	2,7	119 817	1198
	Francais	501	15 032	96,8	15 533	155
	Anglais ou français	7 979	4 121	34,1	12 100	121
	<b>Grand total</b>	<b>156 506</b>	<b>56 044</b>	<b>26,0</b>	<b>212 550</b>	<b>2156</b>

<sup>a</sup>Dans 15 671 cas, ni la première langue officielle de l'employé ni le statut linguistique du poste n'ont été précisés.

<sup>b</sup>Ces données incluent des SX. Voir la note technique. Comprend 222 postes qui n'ont pas encore été classés dans l'une ou l'autre des six catégories professionnelles.

Source : Ministère des Approvisionnement et Services



Tableau 27

Catégorie Exploitation et francophones

Répartition, en nombre et pourcentage des francophones de la catégorie Exploitation selon le ministère, 1981

Ministère	Francophones		N.	%	Anglophones et total de la catégorie
	Effectif				
Bureau du Commissaire aux langues officielles	3	100,0	3	100,0	3
Commission canadienne des transports	1	100,0	1	100,0	1
Conseil du Trésor (Secrétariat)	1	100,0	1	100,0	1
Sciences et Technologie	1	100,0	1	100,0	1
Secrétariat d'Etat du Canada	7	100,0	7	100,0	7
Industrie et Commerce	11	68,8	16	16	16
Commission de la Fonction publique	15	68,2	22	22	23
Cour fédérale	5	62,5	8	8	9
Approuvisionnements et Services	948	62,3	1 522	1 522	1 527
Agence canadienne de développement international	3	60,0	5	5	5
Ministères dont l'effectif est inférieur à 100 employés	30	60,0	50	50	57
Affaires des anciens combattants	783	59,1	1 324	1 324	1 331
Bureau du Conseil privé	7	53,8	13	13	15
Statistique Canada	22	51,2	43	43	45
Expansion économique régionale	2	50,0	4	4	4
Travail	4	50,0	8	8	8
Emploi et Immigration	35	47,3	74	74	74
Musées nationaux du Canada	95	45,9	207	207	207
Archives publiques du Canada	20	44,4	45	45	45
Finances	3	37,5	8	8	8
Revenu national (Douanes et Accise, impôt)	83	34,9	238	238	239
Affaires extérieures	62	34,8	178	178	181
Bibliothèque nationale du Canada	1	33,3	3	3	3
Justice	2	33,3	6	6	6
Service correctionnel du Canada	1 965	33,1	5 937	5 937	5 973
Travaux publics	1 272	32,8	3 874	3 874	3 911
Energie, Mines et Ressources	93	32,7	284	284	284
Consommation et Corporations	9	30,0	30	30	30
Transports	1 214	22,8	5 313	5 313	5 432
Communications	15	21,1	71	71	71
Gendarmerie royale du Canada (civils)	90	21,1	427	427	429
Défense nationale (civils)	3 492	18,1	19 326	19 326	19 648
Agriculture	262	17,2	1 524	1 524	1 547
Environnement	217	12,8	1 696	1 696	1 733
Santé nationale et Bien-être social	83	9,9	838	838	885
Commission canadienne des grains	11	5,4	205	205	214
Affaires indiennes et du Nord canadien	21	5,3	397	397	474
Pêches et Océans	24	3,4	714	714	717
Agence d'examen de l'investissement étranger	0	0,0	2	2	2
Commission nationale des libérations conditionnelles	0	0,0	1	1	1
Conseil du Trésor (Bureau du Contrôleur général)	0	0,0	1	1	1
Office national de l'énergie	0	0,0	2	2	2
Solliciteur général	0	0,0	1	1	1

Source : Ministère des Approvisionnement et Services

Ministère	N.	%	Anglophones	Francophones	total de catégorie et
Agence d'examen de l'investissement étranger	13	27,1	48		7
Industrie et Commerce	203	26,1	777		1 4
Travaux publics	354	25,5		1 386	1 4
Office national de l'énergie	28	25,2	111		1
Agriculture	392	24,8	1 579		1 6
Département des Assurances	14	24,6	57		
Affaires indiennes et du Nord canadien	283	21,7	1 302		1 4
Défense nationale (civilis)	1 779	21,0		8 456	8 5
Gendarmerie royale du Canada (civilis)	603	20,9		2 885	2 9
Commission canadienne des pensions	44	20,1	219		2
Pêches et Océans	152	16,2	936		9
Bureau de services juridiques des pensions	8	15,7	51		9
Office de l'établissement agricole des anciens combattants	7	9,3	75		7
Commission canadienne des grains	9	7,2	125		12
Administration du rétablissement agricole des Prairies	0	0,0	64		9
Commission des relations de travail dans la fonction publique	0	0,0			1

Source : Ministère des Approvisionnement et Services

Tableau 26

Répartition, en nombre et pourcentage, des francophones de la catégorie Soutien administratif selon

le ministère, 1981

Ministère	Francophones	Anglophones et total de la catégorie	N.	%	francophones	catégorie
Bureau du Commissaire aux langues officielles	42	91,3	755	71,2	1 061	1 062
Secrétariat d'Etat du Canada						
Commission de la Fonction publique	518	66,4			780	781
Conseil de la radiodiffusion et des télécommunications canadiennes	86	65,2			132	134
Agence canadienne de développement international	249	63,5			392	394
Conseil du Trésor (Secrétariat)	128	57,7			222	222
Ministères dont l'effectif est inférieur à 100 employés	192	56,8			338	368
Sciences et Technologie	31	56,4			55	55
Bureau du Conseil privé	84	51,9			162	162
Bibliothèque nationale du Canada	108	47,2			229	231
Conseil du Trésor (Bureau du Contrôleur général)	17	47,2			36	36
Cour fédérale	25	47,2			53	76
Finances	109	46,8			233	234
Commission canadienne des droits de la personne	21	46,7			45	45
Consommation et Corporations	363	46,5			781	784
Commission canadienne des transports	115	42,0			274	275
Commission nationale des libérations conditionnelles	65	41,9			155	155
Archives publiques du Canada	139	41,5			335	335
Statistique Canada	858	39,8			2 157	2 295
Musées nationaux du Canada	83	38,6			215	215
Solliciteur général	36	38,3			94	98
Justice	183	38,0			482	492
Approvisionnement et Services	1 806	37,9			4 762	4 806
Expansion économique régionale	159	37,2			427	429
Communications	239	36,8			649	649
Emploi et Immigration	4 109	36,3			11 326	11 487
Affaires extérieures	532	33,9			1 570	1 579
Service correctionnel du Canada	460	32,8			1 401	1 405
Travail	108	31,8			340	340
Environnement	522	28,0			1 866	1 878
Revenu national (Douanes et Accise, Impôt)	2 643	27,9			9 488	9 532
Transports	877	27,7			3 162	3 269
Affaires des anciens combattants	363	27,6			1 316	1 320
Energie, Mines et Ressources	265	27,5			964	966
Santé nationale et Bien-être social	965	27,3			3 540	3 600

Tableau 25

## Catégorie Techniciens et francophones

Répartition, en nombre et pourcentage, des francophones de la catégorie Techniciens selon le

ministère, 1981

Ministère	N.	%	Etfr	
			Anglophones	et total d francophones
Bureau du Conseil privé	2	66,7	3	
Agence canadienne de développement international	10	62,5	16	
Commission de la Fonction publique	37	60,7	61	
Secrétariat d'Etat du Canada	23	59,0	39	
Conseil de la radiodiffusion et des télécommunications canadiennes	7	50,0	14	
Ministères dont l'effectif est inférieur à 100 employés	5	50,0	10	
Emploi et Immigration	27	40,9	66	
Justice	18	36,0	50	
Archives publiques du Canada	46	35,7	129	
Statistique Canada	244	34,1	716	
Approvisionnement et Services	38	33,9	112	
Expansion économique régionale	8	33,3	24	
Industrie et Commerce	17	30,4	56	
Conseil du Trésor (Secrétariat)	3	30,0	10	
Bibliothèque nationale du Canada	12	27,9	43	
Finances	10	27,8	36	
Consommation et Corporations	139	27,3	510	
Affaires des anciens combattants	13	26,0	50	
Revenu national (Douanes et Accise, Impôt)	56	25,3	221	
Travaux publics	290	24,0	1 209	
Travail	9	23,1	39	
Agriculture	740	22,1	3 404	
Service correctionnel du Canada	53	21,6	245	
Energie, Mines et Ressources	218	20,8	1 048	
Défense nationale (civils)	559	20,3	2 748	
Santé nationale et Bien-être social	137	20,1	681	
Communications	115	20,0	574	
Transports	1 517	18,8	8 089	
Sciences et Technologie	1	16,7	6	
Solliciteur général	1	16,7	6	
Affaires extérieures	21	16,3	12	
Musées nationaux du Canada	38	15,4	246	
Environnement	426	14,8	2 883	
Commission canadienne des transports	10	13,5	74	
Office national de l'énergie	4	13,3	30	
Gendarmerie royale du Canada (civils)	7	10,1	69	
Affaires indiennes et du Nord canadien	29	9,2	314	
Pêches et Océans	165	8,2	2 006	
Commission canadienne des grains	18	4,8	376	
Agence d'examen de l'investissement étranger	0	0,0	3	
Commission des droits de la personne	0	0,0	1	
Commission nationale des libérations conditionnelles	0	0,0	2	
Conseil du Trésor (Bureau du Contrôleur général)	0	0,0	1	
Source : Ministère des Approvisionnements et Services				

Tableau 24

## Catégorie Administration et service extérieur et francophones

Répartition, en nombre et pourcentage, des francophones de la catégorie Administration et service extérieur, selon le ministère, 1981

Ministère	Francophones	Anglophones	et total de la catégorie
Ministère	N.	%	
Secrétariat d'Etat du Canada	1 320	70,1	1 883
Bureau du Commissaire aux langues officielles	49	68,1	72
Commission de la Fonction publique	370	47,4	786
Justice	50	46,7	108
Agence canadienne de développement international	253	45,3	560
Conseil de la radiodiffusion et des télécommunications canadiennes	88	44,4	203
Bureau du Conseil privé	32	41,6	77
Ministères dont l'effectif est inférieur à 100 employés	78	41,5	200
Commission nationale des libérations conditionnelles	33	40,2	82
Finances	45	36,6	126
Sciences et Technologie	24	34,3	70
Communications	154	33,3	462
Archives publiques du Canada	42	32,3	130
Commission canadienne des transports	71	32,1	221
Statistique Canada	224	31,7	718
Service correctionnel du Canada	540	31,3	1 728
Expansion économique régionale	185	31,2	599
Emploi et Immigration	3 303	30,3	10 998
Musées nationaux du Canada	50	30,1	166
Consommation et Corporations	158	28,6	552
Solliciteur général	24	27,3	93
Energie, Mines et Ressources	149	26,9	554
Conseil du Trésor (Secrétariat)	105	26,8	394
Approvisionnement et Services	813	26,4	3 091
Conseil du Trésor (Bureau du Contrôleur général)	31	26,1	119
Cour fédérale	10	24,4	53
Affaires extérieures	295	24,3	1 226
Environnement	319	24,3	1 324
Santé nationale et Bien-être social	363	24,2	1 519
Agence d'examen de l'investissement étranger	15	23,8	63
Revenu national (Douanes et Accise, Impôt)	2 834	23,1	12 302
Gendarmerie royale du Canada (civils)	49	23,0	215
Transports	509	22,7	2 285
Travail	80	22,5	358
Bibliothèque nationale du Canada	9	22,0	41
Commission des droits de la personne	14	21,9	64
Agriculture	161	21,1	778
Travaux publics	272	21,1	1 299
Commission canadienne des pensions	10	20,8	48
Affaires des anciens combattants	171	20,0	856
Département des Assurances	21	20,0	105
Industrie et Commerce	263	18,1	1 469
Défense nationale (civils)	299	17,5	1 719
Affaires indiennes et du Nord canadien	278	17,4	1 740
Pêches et Océans	98	15,3	642
Bureau de services juridiques des pensions	4	14,8	27
Office de l'établissement agricole des anciens combattants	9	11,5	78
Office national de l'énergie	9	11,3	80
Commission canadienne des grains	1	4,0	25

Source : Ministère des Approvisionnements et Services



Tableau 23

## Catégorie Scientifiques et spécialistes et francophones

Répartition, en nombre et pourcentage, des francophones, de la catégorie Scientifiques et spécialistes - selon le ministère, 1981

Ministère	Francophones	N.	%	Anglophones	Effectif total de la catégorie
Commission de la Fonction publique	588	76,6		768	78
Secrétariat d'Etat du Canada	14	53,8		26	2
Conseil du Trésor (Bureau du Contrôleur général)	2	50,0		4	2
Agence canadienne de développement international	30	42,3		71	7
Ministères dont l'effectif est inférieur à 100 employés	12	33,3		36	5
Département des Assurances	6	31,6		19	1
Affaires des anciens combattants	161	28,8		560	56
Archives publiques du Canada	32	28,6		112	11
Service correctionnel du Canada	165	28,4		581	60
Emploi et Immigration	50	26,3		190	19
Expansion économique régionale	16	25,8		62	6
Défense nationale (civils)	424	25,3		1 679	1 704
Justice	136	24,7		551	556
Revenu national (Douanes et Accise, Impôt)	671	24,3		2 766	2 774
Approvisionnement et Services	62	24,2		256	256
Bibliothèque nationale du Canada	46	23,7		194	196
Conseil du Trésor (Secrétariat)	8	22,9		35	36
Statistique Canada	157	22,2		706	720
Commission des droits de la personne	1	20,0		5	5
Bureau de services juridiques des pensions	7	19,4		36	36
Finances	43	19,0		226	229
Agriculture	356	17,7		2 012	2 035
Communications	60	17,1		350	351
Travaux publics	96	16,4		584	589
Commission canadienne des transports	26	16,1		161	161
Transports	111	15,9		698	714
Travail	8	15,7		51	51
Gendarmerie royale du Canada (civils)	2	15,4		13	13
Consommation et Corporations	34	14,8		230	230
Conseil de la radiodiffusion et des télécommunications canadiennes	5	14,7		34	34
Environnement	326	14,4		2 269	2 276
Santé nationale et Bien-être social	265	14,1		1 876	1 929
Commission canadienne des pensions	5	12,8		39	39
Affaires extérieures	4	11,4		35	37
Musées nationaux du Canada	11	11,2		98	98
Energie, Mines et Ressources	109	9,6		1 141	1 144
Industrie et Commerce	5	9,4		53	57
Affaires indiennes et du Nord canadien	111	7,8		1 422	1 682
Pêches et Océans	66	7,1		934	938
Solliciteur général	2	7,1		28	28
Office national de l'énergie	10	6,8		148	150
Administration du rétablissement agricole des Prairies	0	0,0		53	77
Agence d'examen de l'investissement étranger	0	0,0		6	6
Bureau du Commissaire aux langues officielles	0	0,0		1	1
Bureau du Conseil privé	0	0,0		5	5
Commission canadienne des grains	0	0,0		23	25
Commission nationale des libérations conditionnelles	0	0,0		2	2
Cour fédérale	0	0,0		0	2
Sciences et Technologie	0	0,0		11	11

Source : Ministère des Approvisionnements et Services

# Catégorie Gestion et francophones

Tableau 22

Répartition, en nombre et pourcentage, des francophones de la catégorie Gestion (groupe EX) selon le ministère, 1981

Ministère	N.	%	Francophones <sup>a</sup>	Effectif total de la catégorie
Justice	7	77,8	9	9
Bureau du Commissaire aux langues officielles	3	60,0	5	5
Secrétariat d'Etat du Canada	15	57,7	26	26
Commission canadienne des droits de la personne	2	50,0	4	4
Agence canadienne de développement international	15	38,5	39	39
Commission de la Fonction publique	9	37,5	24	24
Archives publiques du Canada	1	33,3	3	3
Transports	30	31,6	95	95
Affaires extérieures	21	30,9	68	68
Consommation et Corporations	8	28,6	28	28
Agence d'examen de l'investissement étranger	2	28,6	7	7
Conseil de la radiodiffusion et des télécommunications canadiennes	2	28,6	7	7
Service correctionnel du Canada	6	27,3	22	22
Communications	10	26,3	38	38
Expansion économique régionale	11	26,2	42	42
Conseil du Trésor (Secrétariat)	25	25,8	97	97
Ministères dont l'effectif est inférieur à 100 employés	12	25,5	47	47
Approvisionnement et Services	17	24,3	70	70
Travail	3	23,1	13	13
Emploi et Immigration	16	21,6	74	74
Affaires indiennes et du Nord canadien	11	21,2	52	52
Musees nationaux du Canada	1	20,0	5	5
Agriculture	13	18,3	71	71
Revenu national (Douanes et Accise, Impôt)	11	17,5	63	63
Travaux publics	9	17,0	53	53
Santé nationale et Bien-être social	11	16,7	66	66
Solliciteur général	2	16,7	12	12
Bureau du Conseil privé	4	16,0	25	25
Sciences et Technologie	3	15,8	19	19
Statistique Canada	7	14,9	47	47
Conseil du Trésor (Bureau du Contrôleur général)	4	14,8	27	27
Finances	6	14,3	42	42
Conseil canadien des relations de travail	1	14,3	7	7
Commission canadienne des transports	2	13,3	15	15
Environnement	13	13,1	99	99
Industrie et Commerce	10	10,8	93	93
Pêches et Océans	4	8,3	48	48
Affaires des anciens combattants	1	8,3	12	12
Energie, Mines et Ressources	6	7,1	84	84
Défense nationale (civils)	2	6,7	30	30
Commission nationale des libérations conditionnelles	0	0,0	1	1
Département des Assurances	0	0,0	2	2
Office national de l'énergie	0	0,0	9	9

Plusieurs cadres de direction sont détachés auprès d'autres ministères; cependant, les données tiennent compte de leur ministère d'origine.  
Ces données incluent 17 SX non transposés, mais n'incluent pas les SM. Voir la note technique.  
Les variations qu'on observe dans le nombre et le pourcentage de francophones, dans certains ministères, quand on compare les données de 1981 à celles de 1980, viennent en partie de la transposition au groupe EX de 246 personnes appartenant surtout à la catégorie professionnelle Scientifiques et spécialistes.

Source : Système d'information des ressources de gestion



## Catégorie Soutien administratif et femmes

Répartition, en nombre et pourcentage, des femmes de la catégorie Soutien administratif selon le ministère, 1981

Ministère	N.	%	Femmes	Effectif total de la catégorie
Commission des relations de travail dans la Fonction publique	1	100,0		1
Bureau de services juridiques des pensions	48	94,1		51
Sciences et Technologie	51	92,7		55
Gendarmerie royale du Canada (civils)	2 685	92,5		2 902
Conseil du Trésor (Bureau du Contrôleur général)	33	91,7		36
Justice	450	91,5		492
Secrétariat d'Etat du Canada	950	89,5		1 062
Rehabilitation agricole des Prairies	83	89,2		93
Commission des droits de la personne	40	88,9		45
Industrie et Commerce	693	88,4		784
Office de l'établissement agricole des anciens combattants	67	88,2		76
Expansion économique régionale	376	87,6		429
Travail	298	87,6		340
Affaires indiennes et du Nord canadien	1 243	87,4		1 422
Service correctionnel du Canada	1 223	87,0		1 405
Musées nationaux du Canada	186	86,5		215
Communications	561	86,4		649
Finances	202	86,3		234
Pêches et Océans	812	86,2		942
Agriculture	1 377	86,0		1 601
Commission de la Fonction publique	672	86,0		781
Commission nationale des libérations conditionnelles	133	85,8		155
Office national de l'énergie	96	85,7		112
Conseil du Trésor (Secrétariat)	190	85,6		222
Agence d'examen de l'investissement étranger	41	85,4		48
Conseil de la radiodiffusion et des télécommunications canadiennes	113	84,3		134
Agence canadienne de développement international	331	84,0		394
Emploi et Immigration	9 531	83,0		11 487
Solliciteur général	81	82,7		96
Consommation et Corporations	645	82,3		784
Santé nationale et Bien-être social	2 962	82,3		3 600
Revenu national (Douanes et Accise, Impôt)	7 789	81,7		9 532
Environnement	1 530	81,5		1 878
Ministères dont l'effectif est inférieur à 100 employés	300	81,5		368
Défense nationale (civils)	6 912	81,1		8 518
Bibliothèque nationale du Canada	187	81,0		231
Commission canadienne des grains	106	80,3		132
Energie, Mines et Ressources	774	80,1		966
Commission canadienne des pensions	176	80,0		220
Commission canadienne des transports	220	80,0		275
Travaux publics	1 117	79,3		1 409
Bureau du Commissaire aux langues officielles	36	78,3		46
Transports	2 547	77,9		3 269
Affaires des anciens combattants	1 021	77,3		1 320
Département des Assurances	43	75,4		57
Bureau du Conseil privé	122	75,3		162
Approvisionnement et Services	3 880	74,5		4 806
Statistique Canada	1 710	74,5		2 295
Cour fédérale	50	65,8		76
Affaires extérieures	1 016	64,3		1 579
Archives publiques du Canada	204	60,9		335

Source : Ministère des Approvisionnements et Services



Tableau 19

## Catégorie Techniciens et femmes

Répartition, en nombre et pourcentage, des femmes de la catégorie Techniciens selon le ministère, 1981

Ministère	N.	Femmes	Effectif total de la catégorie
Conseil du Trésor (Bureau du Contrôleur général)	1	100,0	1
Agence d'examen de l'investissement étranger	3	100,0	3
Commission des droits de la personne	3	100,0	3
Commission nationale des libérations conditionnelles	3	100,0	3
Sciences et Technologie	6	100,0	6
Bibliothèque nationale du Canada	37	82,2	45
Affaires des anciens combattants	37	74,0	50
Justice	35	70,0	50
Secrétariat d'Etat du Canada	27	69,2	39
Bureau du Conseil privé	2	66,7	3
Solliciteur général	4	66,7	6
Finances	19	52,8	36
Ministères dont l'effectif est inférieur à 100 employés	7	50,0	14
Travail	19	48,7	39
Expansion économique régionale	10	41,7	24
Santé nationale et Bien-être social	281	40,4	696
Statistique Canada	291	40,4	720
Conseil du Trésor (Secrétariat)	4	40,0	10
Archives publiques du Canada	50	38,5	130
Emploi et Immigration	22	33,3	66
Gendarmerie royale du Canada (civils)	23	32,9	70
Service correctionnel du Canada	80	32,3	248
Musées nationaux du Canada	76	30,9	246
Industrie et Commerce	17	30,4	56
Office national de l'énergie	9	30,0	30
Commission de la Fonction publique	17	27,9	61
Affaires indiennes et du Nord canadien	90	25,9	347
Agence canadienne de développement international	4	25,0	16
Conseil de la radiodiffusion et des télécommunications canadiennes	3	21,4	14
Affaires extérieures	23	17,8	129
Approvisionnement et Services	20	17,7	113
Agriculture	525	15,4	3 404
Commission canadienne des transports	11	14,9	74
Energie, Mines et Ressources	145	13,8	1 052
Revenu national (Douanes et Accise, Impôt)	29	13,1	221
Commission canadienne des grains	46	12,0	383
Environnement	335	11,5	2 903
Pêches et Océans	192	9,6	2 010
Consommation et Corporations	36	7,0	511
Travaux publics	64	5,2	1 224
Communications	29	5,1	574
Défense nationale (civils)	124	4,5	2 764
Transports	306	3,7	8 180

Source : Ministère des Approvisionnements et Services



Tableau 18

Catégorie Administration et service extérieur et femmes

Répartition, en nombre et pourcentage, des femmes de la catégorie Administration et service extérieur, selon le ministère, 1981

Ministère	N.	%	total de la catégorie
Bureau de services juridiques des pensions	16	59,3	27
Justice	59	54,6	108
Secrétariat d'Etat du Canada	959	50,9	1 883
Bureau du Commissaire aux langues officielles	34	47,2	72
Commission des droits de la personne	30	46,9	64
Gendarmerie royale du Canada (civils)	100	46,5	215
Bibliothèque nationale du Canada	19	46,3	41
Bureau du Conseil privé	35	45,5	77
Commission nationale des libérations conditionnelles	37	45,1	82
Ministères dont l'effectif est inférieur à 100 employés	90	45,0	200
Musées nationaux du Canada	74	44,6	166
Santé nationale et Bien-être social	666	43,8	1 519
Finances	53	42,1	126
Commission de la Fonction publique	329	41,9	786
Emploi et Immigration	3 946	35,9	10 998
Communications	164	35,5	462
Solliciteur général	33	35,5	93
Energie, Mines et Ressources	189	34,1	554
Conseil du Trésor (Secrétariat)	134	34,0	394
Affaires indiennes et du Nord canadien	588	33,8	1 740
Statistique Canada	241	33,6	718
Commission canadienne des pensions	16	33,3	48
Cour fédérale	17	32,1	53
Conseil de la radiodiffusion et des télécommunications canadiennes	63	31,0	203
Affaires des anciens combattants	264	30,8	856
Consommation et Corporations	165	29,9	552
Agence canadienne de développement international	156	27,9	560
Environnement	367	27,7	1 324
Revenu national (Douanes et Accise, Impôt)	3 384	27,5	12 302
Sciences et Technologie	19	27,1	70
Approvisionnement et Services	827	26,8	3 091
Pêches et Océans	170	26,5	642
Travail	94	26,3	358
Agriculture	192	24,7	778
Conseil du Trésor (Bureau du Contrôleur général)	29	24,4	119
Transports	556	24,3	2 285
Travaux publics	308	23,7	1 299
Commission canadienne des transports	52	23,5	221
Expansion économique régionale	128	21,4	599
Office national de l'énergie	17	21,3	80
Archives publiques du Canada	27	20,8	130
Service correctionnel du Canada	329	19,0	1 728
Défense nationale (civils)	323	18,8	1 719
Agence d'examen de l'investissement étranger	11	17,5	63
Département des Assurances	18	17,1	105
Commission canadienne des grains	4	16,0	25
Industrie et Commerce	229	15,6	1 469
Affaires extérieures	181	14,8	1 226
Office de l'établissement agricole des anciens combattants	9	11,5	78

Source : Ministère des Approvisionnements et Services

Tableau 17

## Catégorie Scientifiques et spécialistes et femmes

Répartition, en nombre et pourcentage, des femmes de la catégorie Scientifiques et spécialistes selon le ministère, 1981

Effectif	Femmes	Ministère
total de	N.	%
catégorie		
56	453	80,6
19	126	64,3
78	441	56,5
1 922	1 020	52,9
	2	50,0
	1	50,0
1	6	46,2
1	5	45,5
1 684	747	44,4
	11	42,3
60	230	38,0
3	14	37,8
2	10	35,7
9	27	27,6
11	30	26,8
72	163	22,6
55	123	22,0
	1	20,0
2	5	20,0
	1	20,0
	38	19,7
19	12	19,0
6	307	18,0
1 701	10	17,5
5	9	16,7
5	37	16,2
222	5	14,7
3	22	14,7
150	5	13,9
36	5	12,8
38	23	10,0
230	5	9,8
51	5	9,8
	196	9,6
2 039	110	9,6
1 144	87	9,3
938	14	8,7
161	3	8,3
36	183	8,0
2 276	19	7,4
256	44	6,2
714	160	5,8
2 774	4	5,6
71	19	5,4
589	24	4,1
	2	2,6
77	0	0,0
19	0	0,0
6		

Source : Ministère des Approvisionnements et Services

**Tableau 16**  
**Catégorie Gestion et femmes**  
 Répartition en nombre et pourcentage, des femmes de la catégorie Gestion (groupe EX\*) selon le ministère, 1981

Ministère	Femmes		Effectif total de la catégorie
	N.	%	
Commission canadienne des droits de la personne	3	75,0	4
Musées nationaux du Canada	1	20,0	5
Travail	2	15,4	13
Conseil de la radiodiffusion et des télécommunications canadiennes	1	14,3	7
Conseil du Trésor (Secrétariat)	13	13,4	97
Bureau du Conseil privé	3	12,0	25
Secrétariat d'Etat du Canada	3	11,5	26
Justice	1	11,1	9
Consommation et Corporations	3	10,7	28
Ministères dont l'effectif est inférieur à 100 employés	5	9,4	47
Conseil du Trésor (Bureau du Contrôleur général)	2	7,4	27
Affaires indiennes et du Nord canadien	3	5,8	52
Communications	2	5,3	38
Sciences et Technologie	1	5,3	19
Energie, Mines et Ressources	4	4,8	84
Santé nationale et Bien-être social	3	4,6	66
Service correctionnel du Canada	1	4,6	22
Statistique Canada	2	4,3	47
Transports	4	4,2	95
Commission de la Fonction publique	1	4,2	24
Affaires extérieures	2	2,9	68
Emploi et Immigration	2	2,7	74
Agence canadienne de développement international	1	2,6	39
Finances	1	2,4	42
Expansion économique régionale	1	2,4	42
Pêches et Océans	1	2,1	48
Agriculture	1	1,4	71
Industrie et Commerce	1	1,1	93
Affaires des anciens combattants	0	0,0	12
Agence d'examen de l'investissement étranger	0	0,0	7
Approvisionnement et Services	0	0,0	70
Archives publiques du Canada	0	0,0	3
Bureau du Commissaire aux langues officielles	0	0,0	5
Commission canadienne des transports	0	0,0	15
Commission nationale des libérations conditionnelles	0	0,0	1
Conseil canadien des relations de travail	0	0,0	7
Défense nationale (civils)	0	0,0	30
Département des Assurances	0	0,0	2
Environnement	0	0,0	99
Office national de l'énergie	0	0,0	9
Revenu national (Douanes et Accise, Impôt)	0	0,0	63
Solliciteur général	0	0,0	12
Travaux publics	0	0,0	53

\*Plusieurs cadres de direction sont détachés auprès d'autres ministères; cependant les données tiennent compte de leur ministère d'origine. Ces données incluent 5 SX non transposés, mais n'incluent pas les SM. Voir la note technique.

Source : Système d'information des ressources de gestion





Catégorie	Groupe professionnel	Francophones		Anglophones		Total		Anglophones		Francophones		Total	
		N.	%	N.	%	N.	%	N.	%	N.	%	N.	%
Catégorie professionnelle	Organisation et méthodes (OM)	615	139	18,4	754	764	737	155	17,4	892	892	896	896
	Programmes de bien-être social (WP)	1 278	407	25,0	1 625	1 708	1 255	421	25,1	1 676	1 736	1 736	1 736
	Service extérieur (FS)	947	271	22,2	1 218	1 228	904	263	22,5	1 167	1 173	1 173	1 173
	Services administratifs (AS)	5 864	2 410	29,1	8 274	8 425	6 402	2 781	30,3	9 183	9 282	9 282	9 282
	Services d'information (IS)	628	296	32,0	924	945	680	360	34,6	1 040	1 056	1 056	1 056
	Stagiaires en administration (AT)	101	28	21,7	129	133	171	83	32,7	254	261	261	261
	Traduction (TR)	170	1016	85,7	1 186	1 188	179	1 068	85,6	1 247	1 247	1 247	1 247
	Total	35 071	13 045	27,1	48 116	49 058	37 532	14 284	27,6	51 816	52 308	52 308	52 308
Catégorie intermédiaire	Contrôle de la circulation aérienne (AI)	1 928	270	12,3	2 198	2 219	1 990	295	12,9	2 285	2 315	2 315	2 315
	Dessin et illustration (DI)	1 387	355	20,4	1 742	1 767	1 379	373	21,3	1 752	1 767	1 767	1 767
	Électronique (EL)	2 372	560	19,1	2 932	2 954	2 385	598	20,0	2 983	3 000	3 000	3 000
	Inspection des produits primaires (PI)	1 997	650	24,6	2 647	2 705	2 096	668	24,2	2 764	2 816	2 816	2 816
	Inspection technique (TI)	999	277	21,7	1 276	1 288	999	296	22,9	1 295	1 306	1 306	1 306
	Navigation aérienne (AO)	378	73	16,2	451	455	407	76	15,7	483	488	488	488
	Officiers de navire (SO)	1 114	260	18,9	1 374	1 410	1 116	266	19,2	1 382	1 395	1 395	1 395
	Photographie (PY)	124	32	20,5	156	157	119	33	21,7	152	153	153	153
	Radio-télégraphie (RO)	987	157	13,7	1 144	1 154	1 022	179	14,9	1 201	1 209	1 209	1 209
	Soutien de l'enseignement (EU)	54	13	19,4	67	88	54	11	16,9	65	79	79	79
Catégorie administrative	Soutien des sciences sociales (SI)	1 286	531	29,2	1 817	1 833	1 402	560	28,5	1 962	1 975	1 975	1 975
	Soutien technologique et scientifique (EG)	6 127	1 181	16,2	7 308	7 407	6 201	1 255	16,8	7 456	7 537	7 537	7 537
	Techniciens divers (GT)	1 873	406	17,8	2 279	2 300	2 046	463	18,5	2 509	2 532	2 532	2 532
	Total	20 626	4 765	18,8	25 391	25 737	21 216	5 073	19,3	26 289	26 572	26 572	26 572
	Commis aux écritures et aux règlements (CR)	31 883	14 206	30,8	46 089	47 409	33 573	15 257	31,2	48 830	49 515	49 515	49 515
	Communications (CM)	624	166	21,0	790	799	629	160	20,3	789	792	792	792
	Mécanographie (OE)	294	150	33,8	444	457	290	154	34,7	444	451	451	451
	Secrétariat, sténographie, dactylographie (ST)	9 143	4 448	32,7	13 591	13 920	9 303	4 709	33,6	14 012	14 186	14 186	14 186
	Traitement des données (DA)	1 978	853	30,1	2 831	2 918	2 221	864	28,0	3 085	3 179	3 179	3 179
	Total	43 922	19 823	31,1	63 745	65 503	46 016	21 144	31,5	67 160	68 123	68 123	68 123
Catégorie technique	Chauffage, force motrice et opération de machines fixes (HP)	1 893	547	22,4	2 440	2 493	1 898	530	21,8	2 428	2 446	2 446	2 446
	Équipage de navires (SC)	1 812	347	16,1	2 159	2 202	1 800	338	15,8	2 138	2 167	2 167	2 167
	Gardiens de phare (LI)	381	42	9,9	423	429	368	40	9,8	408	411	411	411
	Manœuvres et hommes de métier (GL)	12 393	3 728	23,1	16 121	16 482	12 703	3 850	23,3	16 553	16 812	16 812	16 812
	Pompes (FR)	1 227	201	14,1	1 428	1 449	1 249	192	13,3	1 441	1 454	1 454	1 454
	Réparation de navires (SR)	2 388	33	1,4	2 421	2 627	2 391	27	1,1	2 418	2 602	2 602	2 602
	Services correctionnels (CX)	2 916	1 503	34,0	4 419	4 437	2 885	1 517	34,5	4 402	4 423	4 423	4 423
	Services d'imprimerie (PR)	476	741	60,9	1 217	1 225	469	777	62,4	1 246	1 251	1 251	1 251
	Total	47 611	12 393	26,0	60 004	60 904	47 611	12 393	26,0	60 004	60 904	60 904	60 904
	Total	43 922	19 823	31,1	63 745	65 503	46 016	21 144	31,5	67 160	68 123	68 123	68 123



**Catégorie et groupe professionnels, et groupe linguistique**  
 Répartition, en nombre et pourcentage, des employés selon la catégorie professionnelle, le groupe professionnel et le groupe linguistique, 1980 et 1981

Catégorie professionnelle	Groupe professionnel	Anglophones	N.	%	Franco-phones et franco-phones	Total	1981										
							Anglophones	Total	Anglophones	Total	Anglophones	Total	Anglophones	Total	Anglophones	Total	Anglophones
Spécialistes et Scientifiques	Agriculture (AG)	12	9	42,9	21	21	13	10	43,5	23	23						
	Actariat (AC)	1000	274	21,5	1274	1274	1264	336	21,0	1600	1600						
	Direction (EX)	12	9	42,9	21	21	13	10	43,5	23	23						
	Economie, sociologie et statistique (ES)	1814	302	14,3	2116	2165	1768	380	17,7	2148	2559						
	Enseignement (ED)	1541	1065	40,9	2606	3023	1567	992	38,8	2559	2839						
	Enseignement universitaire (UT)	147	85	36,6	232	238	149	83	35,8	232	264						
	Ergothérapie et physiothérapie (OP)	27	2	6,9	29	31	32	3	8,6	35	5						
	Génie et arpentage (EN)	2047	275	11,8	2322	2398	2114	317	13,0	2431	2948						
	Mathématiques (MA)	98	17	14,8	115	117	117	25	17,6	142	18						
	Médecine (MD)	250	49	16,4	299	308	250	51	16,9	301	374						
	Médecine vétérinaire (VS)	404	163	28,7	567	578	424	168	28,4	592	634						
	Météorologie (MT)	487	78	13,8	565	566	465	104	18,3	569	603						
	Pharmacie (PH)	42	16	27,6	58	59	37	20	35,1	57	94						
	Psychologie (PS)	63	28	30,8	91	92	69	31	31,0	100	123						
Recherche historique (HR)	195	74	27,5	269	271	200	78	28,1	278	323							
Recherche scientifique (SE)	1984	124	5,9	2108	2117	1901	136	6,7	2037	2374							
Réglementation scientifique (SG)	387	93	19,4	480	480	378	97	20,4	475	454							
Sciences biologiques (BI)	791	95	10,7	886	892	847	118	12,2	965	924							
Sciences domestiques (HE)	31	7	18,4	38	39	35	9	20,5	44	44							
Sciences forestières (FO)	73	15	17,0	88	90	82	13	13,7	95	95							
Sciences infirmières (NU)	135	220	16,2	1355	1447	1247	254	16,9	1501	1574							
Sciences physiques (PC)	585	37	5,9	622	631	640	61	8,7	701	734							
Service scientifique de la défense (DS)	460	98	17,6	558	562	444	103	18,8	547	554							
Service social (SW)	119	26	17,9	145	156	123	30	19,6	153	161							
Vérification (AU)	2232	713	24,2	2945	2954	2241	734	24,7	2975	2994							
Total							16624	3981	19,3	20605	21372	16917	4243	20,1	21160	2164	
Administration et service extérieur							1354	328	19,5	1682	1706	1456	387	21,0	1843	1843	
Administration des programmes (PM)							17459	6059	25,8	23518	23992	18585	6377	25,5	24962	25148	
Commerce (CO)							1417	273	16,2	1690	1728	1518	341	18,3	1859	1859	
Gestion des finances (FI)							1788	524	22,7	2312	2365	1881	585	23,7	2466	2514	
Gestion des systèmes informatiques (CS)							1732	415	19,3	2147	2164	1880	476	20,2	2356	2384	
Gestion du personnel (PE)							1778	879	33,1	2657	2712	1884	987	34,4	2871	2871	

1980 1981

Groupes Femmes Hommes Total

Stagiaires en administration (AT) 75 58 43,6 133 125 136 52,1 261  
Traduction (TR) 600 588 49,5 1 188 629 618 49,6 1 247  
Total 35 641 13 417 27,3 49 058 36 556 15 751 30,1 52 308

Contrôle de la circulation aérienne (AL) 2 169 50 2,3 2 219 2 253 62 2,7 2 315  
Dessin et illustration (DD) 1 563 204 11,5 1 767 1 531 236 13,4 1 767  
Électronique (EL) 2 938 16 0,5 2 954 2 971 29 3 000  
Inspection des produits primaires (PI) 2 565 140 5,2 2 705 2 644 172 6,1 2 816  
Inspection technique (TI) 1 271 17 1,3 1 288 1 287 19 1,5 1 306  
Navigation aérienne (AO) 451 4 0,9 455 475 12 2,5 488  
Officiers de navire (SO) 1 366 44 3,1 1 410 1 362 43 3,1 1 395  
Photographie (PY) 144 13 8,3 157 139 14 9,2 153  
Radiotélégraphie (RO) 1 112 42 3,6 1 154 1 141 68 5,6 1 209

Soutien de l'enseignement (EU) 20 68 77,3 88 18 61 77,2 79  
Soutien des sciences sociales (SI) 1 012 821 44,8 1 833 1 076 899 45,5 1 975  
Soutien technologique et scientifique (EG) 6 384 1 021 13,8 7 407 6 390 1 147 15,2 7 537  
Techniciens divers (GT) 2 064 236 10,3 2 300 2 231 301 11,9 2 532  
Total 23 059 2 676 10,4 25 737 23 508 3 063 11,5 26 572

Commis aux écritures et aux règlements (CR) 11 062 36 344 76,7 47 409 10 820 38 693 78,1 49 515  
Communications (CM) 473 326 40,8 799 465 327 41,3 792  
Mécanographie (CE) 222 235 51,4 457 219 232 51,4 451  
Secrétariat, sténographie, dactylographie (ST) 140 13 780 99,0 13 920 172 14 014 98,8 14 186  
Traitement des données (DA) 788 2 130 73,0 2 918 831 2 348 73,9 3 179  
Total 12 685 52 815 80,6 65 503 12 507 55 614 81,6 68 123

Chauffage, force motrice et opération de machines fixes (HP) 2 488 5 0,2 2 493 2 442 4 0,2 2 446  
Équipage de navires (SC) 2 168 34 1,5 2 202 2 129 37 1,7 2 167  
Gardiens de phare (LI) 425 4 0,9 429 409 2 0,5 411  
Manœuvres et hommes de métier (GL) 16 257 224 1,4 16 482 16 540 271 1,6 16 812  
Pompiers (FR) 1 447 2 0,1 1 449 1 450 4 0,3 1 454  
Réparation de navires (SR) 2 620 7 0,3 2 627 2 594 8 0,3 2 602  
Services correctionnels (CX) 4 322 115 2,6 4 437 4 292 131 3,0 4 423  
Services d'imprimerie (PR) 791 434 35,4 1 225 813 438 35,0 1 251  
Services divers (GS) 8 475 3 229 27,6 11 704 8 172 3 343 29,0 11 515  
Services hospitaliers (HS) 942 1 172 55,4 2 114 895 1 192 57,1 2 087  
Total 39 936 5 228 11,6 45 165 39 738 5 431 12,0 45 171

Grand total 129 498 78 793 37,8 208 299 130 835 84 801 39,3 215 643

8 cas en 1980 et 7 en 1981, les documents de  
ont précisé pas le sexe de l'employé.  
exclus du grand total 35 SX en 1980 et 42 cadres  
ou EX) en 1981. Voir la note technique pour le  
de SM.  
prend 230 employés en 1980 et 225 en 1981 de la  
tique et d'autres employés dont le poste n'a pas  
mission des relations de travail dans la Fonction  
re été classé dans l'une ou l'autre des six catégo-  
professionnelles.  
ce : Catégorie Gestion : pour 1980. Système de  
ement des données sur la haute direction de la  
mission et, pour 1981, Système d'information  
ressources de gestion. Autres catégories : Minis-  
des Approvisionnements et Services

Tableau 13

Catégorie et groupe professionnels, et sexe

Répartition, en nombre et pourcentage, des employés selon la catégorie professionnelle, le groupe professionnel et le sexe, 1980 et 1981

Catégorie	Groupe	professionnelle	Gestion <sup>a</sup>	Sciences <sup>b</sup> et spécialistes	1980		1981		
					N.	%	Total <sup>a</sup>	Hommes	Femmes
Administration et service extérieur	Achat et approvisionnement	1 414	292	17,1	1 706	1 496	356	19,2	
	Administration des programmes (PM)	17 485	6 507	27,1	23 992	17 654	7 484	29,8	
	Commerce (CO)	1 611	117	6,8	1 728	1 743	148	7,8	
	Gestion des finances (FI)	1 889	476	20,1	2 365	1 941	565	22,5	
	Gestion des systèmes informatiques (CS)	1 741	423	19,5	2 164	1 878	492	20,8	
	Gestion du personnel (PE)	1 737	975	36,0	2 712	1 760	1 139	39,3	
	Organisation et méthodes (OM)	655	109	14,3	764	729	167	18,6	
	Programmes de bien-être social (WP)	1 301	407	23,8	1 708	1 292	444	25,6	
	Service extérieur (FS)	1 124	104	8,5	1 228	1 057	116	9,9	
	Services administratifs (AS)	5 435	2 990	35,5	8 425	5 637	3 645	39,3	
	Services d'information (IS)	574	371	39,3	945	615	441	41,8	
	Administration	Total	16 870	4 500	21,1	21 372	16 926	4 762	22,0
		Vérification (AV)	2 823	131	4,4	2 954	2 822	160	5,4
		Service social (SW)	120	36	23,1	156	116	42	26,6
		Service scientifique de la défense (DS)	534	28	5,0	562	526	24	4,4
		Sciences physiques (PC)	563	68	10,8	631	626	82	11,6
		Sciences infirmières (NI)	92	1 355	93,6	1 447	121	1 444	92,3
Sciences forestières (FO)		88	2	2,2	90	95	1	1,0	
Sciences domestiques (HE)		2	37	94,9	39	0	44	100,0	
Sciences biologiques (BI)		760	132	14,8	892	804	168	17,3	
Réglementation scientifique (SG)		440	40	8,3	480	425	50	10,5	
Recherche scientifique (SE)		2 059	58	2,7	2 117	1 975	74	3,6	
Recherche historique (HR)		199	72	26,6	271	207	72	25,8	
Psychologie (PS)		71	21	22,8	92	75	25	25,0	
Pharmacie (PH)		46	13	22,0	59	49	10	16,9	
Météorologie (MT)		541	25	4,4	566	543	27	4,7	
Médecine vétérinaire (VS)		538	40	6,9	578	554	49	8,1	
Médecine (MD)		273	35	11,4	308	269	38	12,4	
Mathématiques (MA)	87	30	25,6	117	106	37	25,9		
Groupe professionnel	Génie et apprentage (EN)	2 367	31	1,3	2 398	2 439	49	2,0	
	Physiothérapie (OP)	3	28	90,3	31	4	31	88,6	
	Ergothérapie et (UT)	231	7	2,9	238	238	8	3,3	
	Enseignement universitaire (ED)	1 551	1 472	48,7	3 023	1 446	1 357	48,4	
	Enseignement (ES)	1 853	311	14,4	2 165	1 824	374	17,0	
	Economie, sociologie et statistique (ES)	474	120	20,2	594	498	135	21,3	
	Droit (LA)	314	72	18,7	386	316	76	19,4	
	Chimie (CH)	163	302	64,8	466	174	336	65,9	
	Bibliothéconomie (LS)	51	0	0,0	51	51	3	5,6	
	Art dentaire (DE)	298	18	5,7	316	316	26	7,6	
	Architecture et urbanisme (AR)	308	16	4,9	324	285	19	6,3	
	Agriculture (AG)	21	0	0,0	21	22	1	4,3	
	Actuariat (AC)	1 222	52	4,1	1 274	1 532	68	4,3	
	Direction (EX)	22	0	0,0	22	22	1	4,3	
	Direction professionnelle	Hommes	N.	%	Total <sup>a</sup>	Hommes	N.	%	



Catégorie professionnelle	Modalité d'emploi	Anglophones	N.	%	Anglo-phones et franco-phones	Total	Anglophones	N.	%	Francophones	Total
Catégorie administrative	Temps plein	70 575	21 274	23,2	91 849	93 729	73 687	22 910	23,7	96 597	97 789
	• Période indéterminée	276	29	9,5	305	319	302	31	9,3	333	342
	• Saisonnier	276	29	9,5	305	319	302	31	9,3	333	342
	• Période déterminée	2 023	621	23,5	2 644	2 839	2 402	794	24,8	3 196	3 307
	Total	72 874	21 924	23,1	94 798	96 887	76 391	23 735	23,7	100 126	101 438
	Temps partiel	284	90	24,1	374	393	344	151	30,5	495	503
	• Période indéterminée	284	90	24,1	374	393	344	151	30,5	495	503
	• Période déterminée	43 431	19 665	31,2	63 096	64 716	45 301	20 848	31,5	66 149	66 965
	• Saisonnier	43 431	19 665	31,2	63 096	64 716	45 301	20 848	31,5	66 149	66 965
	Total	43 431	19 665	31,2	63 096	64 716	45 301	20 848	31,5	66 149	66 965
Catégorie d'exploitation	Temps plein	39 223	17 280	30,6	56 503	57 854	40 479	18 070	30,9	58 549	59 177
	• Période indéterminée	34	2	5,6	36	41	44	5	10,2	49	54
	• Saisonnier	34	2	5,6	36	41	44	5	10,2	49	54
	• Période déterminée	4 174	2 383	36,3	6 557	6 821	4 778	2 773	36,7	7 551	7 734
	Total	43 431	19 665	31,2	63 096	64 716	45 301	20 848	31,5	66 149	66 965
	Temps partiel	299	98	24,7	397	493	474	221	31,8	695	795
	• Période indéterminée	299	98	24,7	397	493	474	221	31,8	695	795
	• Période déterminée	186	59	24,1	245	285	238	75	24,0	313	360
	• Saisonnier	186	59	24,1	245	285	238	75	24,0	313	360
	Total	488	157	24,3	645	782	714	296	29,3	1 010	1 157
Autres les catégories	Temps plein	29 486	9 836	25,0	39 322	39 948	29 772	9 908	25,0	39 680	40 010
	• Période indéterminée	841	157	15,7	998	1 049	804	165	17,0	969	1 036
	• Saisonnier	841	157	15,7	998	1 049	804	165	17,0	969	1 036
	• Période déterminée	2 506	643	20,4	3 149	3 549	2 575	614	19,3	3 189	3 494
	Total	32 833	10 636	24,5	43 469	44 546	33 151	10 687	24,4	43 838	44 540
	Temps partiel	301	197	39,6	498	523	304	157	34,1	461	477
	• Période indéterminée	301	197	39,6	498	523	304	157	34,1	461	477
	• Saisonnier	1	1	50,0	2	2	1	0	0,0	1	1
	• Période déterminée	39	31	44,3	70	87	62	68	52,3	130	153
	Total	341	229	40,2	570	612	367	225	38,0	592	631
Toutes les catégories	Temps plein	139 363	48 465	25,8	187 828	191 745	144 042	50 961	26,1	195 003	197 187
	• Période indéterminée	1 151	188	14,0	1 339	1 409	1 150	201	14,9	1 351	1 432
	• Saisonnier	1 151	188	14,0	1 339	1 409	1 150	201	14,9	1 351	1 432
	• Période déterminée	8 705	3 649	29,5	12 354	13 222	9 756	4 182	30,0	13 938	14 546
	Total	149 219	52 302	26,0	201 521	206 376	154 948	55 344	26,3	210 292	213 165
	Temps partiel	884	385	30,3	1 269	1 409	1 122	529	32,0	1 651	1 775
	• Période indéterminée	884	385	30,3	1 269	1 409	1 122	529	32,0	1 651	1 775
	• Saisonnier	55	10	15,4	65	67	65	10	13,3	75	80
	• Période déterminée	269	100	27,1	369	431	369	161	30,4	530	621
	Total	1 208	495	29,1	1 703	1 907	1 556	700	31,0	2 256	2 476
Grand total	Temps plein	139 363	48 465	25,8	187 828	191 745	144 042	50 961	26,1	195 003	197 187
	• Période indéterminée	1 151	188	14,0	1 339	1 409	1 150	201	14,9	1 351	1 432
	• Saisonnier	1 151	188	14,0	1 339	1 409	1 150	201	14,9	1 351	1 432
	• Période déterminée	8 705	3 649	29,5	12 354	13 222	9 756	4 182	30,0	13 938	14 546
	Total	149 219	52 302	26,0	201 521	206 376	154 948	55 344	26,3	210 292	213 165
	Temps partiel	884	385	30,3	1 269	1 409	1 122	529	32,0	1 651	1 775
	• Période indéterminée	884	385	30,3	1 269	1 409	1 122	529	32,0	1 651	1 775
	• Saisonnier	55	10	15,4	65	67	65	10	13,3	75	80
	• Période déterminée	269	100	27,1	369	431	369	161	30,4	530	621
	Total	1 208	495	29,1	1 703	1 907	1 556	700	31,0	2 256	2 476

Catégorie professionnelle, modalité d'emploi et groupe linguistique  
Répartition, en nombre et pourcentage, des employés selon la catégorie professionnelle, la modalité  
d'emploi et le groupe linguistique, 1980 et 1981

Catégorie professionnelle	Gestion (groupe EX) <sup>a</sup>	Scientifiques et spécialistes	Administration et service extérieur	Techniciens	1980		1981	
					Anglophones et franco-phones	Francophones	Anglophones et franco-phones	Francophones
Total	Temps plein	• Période indéterminée	• Période indéterminée	• Période indéterminée	1 600	21,0	1 600	21,0
					0	0,0	0	0,0
					0	0,0	0	0,0
					0	0,0	0	0,0
					0	0,0	0	0,0
					0	0,0	0	0,0
					0	0,0	0	0,0
					0	0,0	0	0,0
					0	0,0	0	0,0
					0	0,0	0	0,0
Total	Temps partiel	• Période indéterminée	• Période indéterminée	• Période indéterminée	1 600	21,0	1 600	21,0
					1 600	21,0	1 600	21,0
					7	14,3	7	14,3
					0	0,0	0	0,0
					0	0,0	0	0,0
					0	0,0	0	0,0
					0	0,0	0	0,0
					0	0,0	0	0,0
					0	0,0	0	0,0
					0	0,0	0	0,0
Total	Temps plein	• Période indéterminée	• Période indéterminée	• Période indéterminée	15 983	3 799	15 983	3 799
					9	2	9	2
					474	150	474	150
					16 466	3 951	16 466	3 951
					142	26	142	26
					15,5	168	15,5	168
					178	178	178	178
					147	48	147	48
					24,6	195	24,6	195
					0	0,0	0	0,0
Total	Temps partiel	• Période indéterminée	• Période indéterminée	• Période indéterminée	16 624	3 981	16 624	3 981
					158	30	158	30
					16	4	16	4
					20,0	20	20,0	20
					0	0,0	0	0,0
					0	0,0	0	0,0
					0	0,0	0	0,0
					0	0,0	0	0,0
					0	0,0	0	0,0
					0	0,0	0	0,0
Total	Temps plein	• Période indéterminée	• Période indéterminée	• Période indéterminée	34 098	12 695	34 098	12 695
					14	1	14	1
					6,7	15	6,7	15
					47 854	1 046	47 854	1 046
					48 786	1 124	48 786	1 124
					37 262	887	37 262	887
					14 174	27,6	14 174	27,6
					51 436	51 917	51 436	51 917
					267	34,1	267	34,1
					13,9	72	13,9	72
Total	Temps partiel	• Période indéterminée	• Période indéterminée	• Période indéterminée	131	55	131	55
					29,6	186	29,6	186
					193	193	193	193
					176	91	176	91
					27,6	51 816	27,6	51 816
					14 284	37 532	14 284	37 532
					270	270	270	270
					110	28,9	110	28,9
					380	380	380	380
					52 30	52 30	52 30	52 30
Total	Temps plein	• Période indéterminée	• Période indéterminée	• Période indéterminée	19 565	4 539	19 565	4 539
					18,8	24 104	24 398	19 984
					4 792	19,3	24 776	25 0
					253	26	9,1	320
					782	186	19,2	968
					25 351	25 693	21 180	5 055
					4 751	18,7	19,3	26 235
					20 600	4 751	18,7	26 235
					11	9	45,0	20
					0	0,0	1	32
Total	Temps partiel	• Période indéterminée	• Période indéterminée	• Période indéterminée	12	5	29,4	17
					36,8	38	42	36
					24	14	36,8	38
					20 626	4 765	18,8	25 391
					27,1	48 116	49 058	25 737
					37 532	14 284	27,6	51 816
					270	270	270	270
					110	28,9	110	28,9
					380	380	380	380
					52 30	52 30	52 30	52 30
Total	Temps plein	• Période indéterminée	• Période indéterminée	• Période indéterminée	19 565	4 539	19 565	4 539
					18,8	24 104	24 398	19 984
					4 792	19,3	24 776	25 0
					253	26	9,1	320
					782	186	19,2	968
					25 351	25 693	21 180	5 055
					4 751	18,7	19,3	26 235
					20 600	4 751	18,7	26 235
					11	9	45,0	20
					0	0,0	1	32
Total	Temps partiel	• Période indéterminée	• Période indéterminée	• Période indéterminée	12	5	29,4	17
					36,8	38	42	36
					24	14	36,8	38
					20 626	4 765	18,8	25 391
					27,1	48 116	49 058	25 737
					37 532	14 284	27,6	51 816
					270	270	270	270
					110	28,9	110	28,9
					380	380	380	380
					52 30	52 30	52 30	52 30

Tableau 12



1980 1981

Femmes Femmes

N. % Total\* Hommes N. % Total\*

101 438 3 307 342 97 789

Temps plein

74 588 19 139 20,4 93 729 76 041 21 745 22,2

• Période indéterminée

273 46 14,4 319 300 42 12,3 342

• Saisonnier

1 768 1 069 37,7 2 839 1 989 1 318 39,9 3 307

• Période déterminée

76 629 20 254 20,9 96 887 78 330 23 105 22,8

Total

Temps partiel

54 339 86,3 393 59 444 88,3 503

• Période indéterminée

57 4 6,6 61 68 9 11,7 77

• Saisonnier

15 44 74,6 59 28 80 74,1 108

• Période déterminée

126 387 75,4 513 155 533 77,5 688

Total

Temps plein

11 434 46 419 80,2 57 854 11 218 47 957 81,0 59 177

• Période indéterminée

5 36 87,8 41 6 48 88,9 54

• Saisonnier

1 216 5 603 82,1 6 821 1 220 6 514 84,2 7 734

• Période déterminée

12 655 52 058 80,4 64 716 12 444 54 519 81,4 66 965

Total

Temps partiel

12 481 97,6 493 25 770 96,9 795

• Période indéterminée

0 4 100,0 4 0 2 100,0 2

• Saisonnier

16 269 94,4 285 38 322 89,4 360

• Période déterminée

28 754 96,4 782 63 1 094 94,6 1 157

Total

Temps plein

35 569 4 378 11,0 39 948 35 422 4 587 11,5 40 010

• Période indéterminée

889 160 15,3 1 049 883 153 246 7,0 1 036

• Saisonnier

3 309 240 6,8 3 549 3 247 246 7,0 3 494

• Période déterminée

39 767 4 778 10,7 44 546 39 552 4 986 11,2 44 540

Total

Temps partiel

148 375 71,7 523 141 336 70,4 477

• Période indéterminée

0 2 100,0 2 0 100,0 1

• Saisonnier

15 72 82,8 87 45 108 70,6 153

• Période déterminée

163 449 73,4 612 186 445 70,5 631

Total

Temps plein

121 700 70 041 36,5 191 745 122 777 74 404 37,7 197 187

• Période indéterminée

1 167 242 17,2 1 409 1 189 243 17,0 1 432

• Saisonnier

6 303 6 915 52,3 13 222 6 465 8 080 55,5 14 546

• Période déterminée

129 170 77 198 37,4 206 376 130 431 82 727 38,8 213 165

Total

Temps partiel

214 1 195 84,8 1 409 225 1 550 87,3 1 775

• Période indéterminée

57 10 14,9 67 68 12 15,0 80

• Saisonnier

46 385 89,3 431 404 510 82,1 621

• Période déterminée

317 1 590 83,4 1 907 404 2 072 83,7 2 476

Total

Grand total\*

129 498 78 793 37,8 208 299 130 835 84 801 39,3 215 643

Source : Catégorie Gestion : pour 1980, Système de

Commission et, pour 1981, Système d'information

des ressources de gestion. Autres catégories : Minis-

ère des Approvisionnements et Services

Comprend 230 employés en 1980 et 225 en 1981 de la

Commission des relations de travail dans la Fonction

publique et d'autres employés dont le poste n'a pas

encore été classé dans l'une ou l'autre des six catégo-

ries professionnelles.

ns 16 cas en 1980 et 2 en 1981, les documents de

ne ne précisent pas la modalité d'emploi.

ns 8 cas en 1980 et 7 en 1981, les documents de

ont exclus du grand total 38 SX en 1980 et 42 cadres

ne ne précisent pas le sexe de l'employé.

X ou EX) en 1981. Voir la note technique pour le

oupe SM.

ntement des données sur la haute direction de la

Commission et, pour 1981, Système d'information

des ressources de gestion. Autres catégories : Minis-

ère des Approvisionnements et Services

Comprend 230 employés en 1980 et 225 en 1981 de la

Commission des relations de travail dans la Fonction

publique et d'autres employés dont le poste n'a pas

encore été classé dans l'une ou l'autre des six catégo-

ries professionnelles.

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X ou EX) en 1981. Voir la note technique pour le

oupe SM.

ntement des données sur la haute direction de la

Commission et, pour 1981, Système d'information

des ressources de gestion. Autres catégories : Minis-

ère des Approvisionnements et Services

Comprend 230 employés en 1980 et 225 en 1981 de la

Commission des relations de travail dans la Fonction

publique et d'autres employés dont le poste n'a pas

encore été classé dans l'une ou l'autre des six catégo-

ries professionnelles.

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X ou EX) en 1981. Voir la note technique pour le

oupe SM.

ntement des données sur la haute direction de la

Commission et, pour 1981, Système d'information

des ressources de gestion. Autres catégories : Minis-

ère des Approvisionnements et Services

Comprend 230 employés en 1980 et 225 en 1981 de la

Commission des relations de travail dans la Fonction

publique et d'autres employés dont le poste n'a pas

encore été classé dans l'une ou l'autre des six catégo-

ries professionnelles.

ns 16 cas en 1980 et 2 en 1981, les documents de

ne ne précisent pas la modalité d'emploi.

ns 8 cas en 1980 et 7 en 1981, les documents de

ont exclus du grand total 38 SX en 1980 et 42 cadres

ne ne précisent pas le sexe de l'employé.

X ou EX) en 1981. Voir la note technique pour le

oupe SM.

ntement des données sur la haute direction de la

Commission et, pour 1981, Système d'information

des ressources de gestion. Autres catégories : Minis-

ère des Approvisionnements et Services

Comprend 230 employés en 1980 et 225 en 1981 de la

Commission des relations de travail dans la Fonction

publique et d'autres employés dont le poste n'a pas

encore été classé dans l'une ou l'autre des six catégo-

ries professionnelles.

ns 16 cas en 1980 et 2 en 1981, les documents de

ne ne précisent pas la modalité d'emploi.

ns 8 cas en 1980 et 7 en 1981, les documents de

ont exclus du grand total 38 SX en 1980 et 42 cadres

ne ne précisent pas le sexe de l'employé.

X ou EX) en 1981. Voir la note technique pour le

oupe SM.

ntement des données sur la haute direction de la

Commission et, pour 1981, Système d'information

des ressources de gestion. Autres catégories : Minis-

ère des Approvisionnements et Services

Comprend 230 employés en 1980 et 225 en 1981 de la

Commission des relations de travail dans la Fonction

publique et d'autres employés dont le poste n'a pas

encore été classé dans l'une ou l'autre des six catégo-

ries professionnelles.

ns 16 cas en 1980 et 2 en 1981, les documents de

ne ne précisent pas la modalité d'emploi.

ns 8 cas en 1980 et 7 en 1981, les documents de

ont exclus du grand total 38 SX en 1980 et 42 cadres

ne ne précisent pas le sexe de l'employé.

X ou EX) en 1981. Voir la note technique pour le

oupe SM.

ntement des données sur la haute direction de la

Commission et, pour 1981, Système d'information

des ressources de gestion. Autres catégories : Minis-

ère des Approvisionnements et Services

Comprend 230 employés en 1980 et 225 en 1981 de la

Commission des relations de travail dans la Fonction

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encore été classé dans l'une ou l'autre des six catégo-

ries professionnelles.

ns 16 cas en 1980 et 2 en 1981, les documents de

ne ne précisent pas la modalité d'emploi.

ns 8 cas en 1980 et 7 en 1981, les documents de

ont exclus du grand total 38 SX en 1980 et 42 cadres

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des ressources de gestion. Autres catégories : Minis-

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Comprend 230 employés en 1980 et 225 en 1981 de la

Commission des relations de travail dans la Fonction

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Commission et, pour 1981, Système d'information

des ressources de gestion. Autres catégories : Minis-

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Comprend 230 employés en 1980 et 225 en 1981 de la

Commission des relations de travail dans la Fonction

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X ou EX) en 1981. Voir la note technique pour le

oupe SM.

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Commission et, pour 1981, Système d'information

des ressources de gestion. Autres catégories : Minis-

ère des Approvisionnements et Services

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Commission des relations de travail dans la Fonction

publique et d'autres employés dont le poste n'a pas

encore été classé dans l'une ou l'autre des six catégo-

ries professionnelles.

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ne ne précisent pas le sexe de l'employé.

X ou EX) en 1981. Voir la note technique pour le

oupe SM.

ntement des données sur la haute direction de la

Commission et, pour 1981, Système d'information

des ressources de gestion. Autres catégories : Minis-

Catégorie professionnelle, modalité d'emploi et sexe

Catégorie	Modalité d'emploi	1980		1981							
		Femmes	Femmes	Femmes	Femmes						
(groupe EX) <sup>b</sup>	Gestion	Temps plein	1 220	52	4,1	1 272	1 525	68	4,3	1 819	
	• Période indéterminée	• Saisonnier	0	0	0	0,0	0	0	0	0,0	
		• Période déterminée	2	0	0	0,0	2	7	0	0,0	
		Total	1 222	52	4,1	1 274	1 532	68	4,3	1 819	
	Temps partiel	• Période indéterminée	0	0	0	0,0	0	0	0	0,0	
		• Saisonnier	0	0	0	0,0	0	0	0	0,0	
		• Période déterminée	0	0	0	0,0	0	0	0	0,0	
	Total	0	0	0	0,0	0	0	0	0,0		
	Scientifiques et spécialistes	Temps plein	• Période indéterminée	16 425	4 031	19,7	20 458	16 426	4 206	20,4	20 688
			• Saisonnier	9	2	18,2	11	3	2	40,0	42,3
Total			16 840	4 329	20,4	21 171	16 897	4 561	21,2	21 414	
Temps partiel		• Période indéterminée	25	153	86,0	178	21	177	89,4	1	
		• Saisonnier	0	0	0,0	0	0	0	0,0	0,0	0,0
		• Période déterminée	4	18	81,8	22	8	33	80,5	87,9	2
Total		29	171	85,5	200	29	210	87,9	2		
Total		16 870	4 500	21,1	21 372	16 926	4 762	22,0	21 616		
		• Période indéterminée	34 914	12 731	26,7	47 645	35 735	14 852	29,4	50 513	
		• Saisonnier	11	6	35,3	17	7	2	22,2	47,0	13
Administration et service extérieur	Temps plein	• Période indéterminée	35 552	13 234	27,1	48 786	36 442	15 475	29,8	51 913	
		• Saisonnier	627	497	44,2	1 124	700	621	47,0	1 335	
		Total	35 552	13 234	27,1	48 786	36 442	15 475	29,8	51 913	
	Temps partiel	• Période indéterminée	25	168	87,0	193	34	236	87,4	2	
		• Saisonnier	57	3	5,0	60	68	9	11,7	72,1	3
		• Période déterminée	6	12	66,7	18	12	31	72,1	70,8	3
	Total	88	183	67,5	271	114	276	70,8	3		
	Total	35 641	13 417	27,3	49 058	36 556	15 751	30,1	52 301		
		• Période indéterminée	22 069	2 329	9,5	24 398	22 391	2 625	10,5	25 033	
		• Saisonnier	253	38	13,1	291	290	38	11,6	33	
Techniciens	Temps plein	• Période indéterminée	23 049	2 642	10,3	25 693	23 497	3 016	11,4	26 514	
		• Saisonnier	727	275	27,4	1 004	816	353	30,2	1 165	
		Total	23 049	2 642	10,3	25 693	23 497	3 016	11,4	26 514	
	Temps partiel	• Période indéterminée	4	18	81,8	22	3	31	91,2	3	
		• Saisonnier	0	1	100,0	1	0	0	0,0	2	
		• Période déterminée	5	14	73,7	19	8	16	66,7	2	
	Total	9	33	78,6	42	11	47	81,0	26 514		
	Total	23 059	2 676	10,4	25 737	23 508	3 063	11,5	26 514		

aitement annuel et groupe linguistique

[illegible]

seconde, le taux de traitement annuel des employés au 31 décembre 1980 est de 5 067 cas et 3 093 en 1981, la première note technique sur l'emploi n'a pas été précisée. Voir l'annexe 1, les documents de paye sont complets, comprenant les employés dont la modalité d'emploi est qualifiée que « temps plein, période indéterminée ».

Source : Ministère des Approvisionnements et Services

Table 10
----------

**Catégorie professionnelle et lieu de travail**

1980		1981	
Région de la capitale nationale		Région de la capitale nationale	
Autres lieux de travail	%	Autres lieux de travail	%
65 716	142 583	68 553	208 299
5 728	39 437	5 557	39 614
25 219	40 284	26 021	42 102
34 601	62 803	36 817	65 310
6 151	19 586	6 326	20 246
19 106	29 962	20 724	31 584
8 326	13 046	8 530	13 159
1 014	260	290	18,1
pe EX)			
et spécialistes			
et service extérieur			
6 151	19 586	6 326	20 246
25 219	40 284	26 021	42 102
34 601	62 803	36 817	65 310
65 716	142 583	68 553	208 299
5 728	39 437	5 557	39 614
25 219	40 284	26 021	42 102
34 601	62 803	36 817	65 310
6 151	19 586	6 326	20 246
19 106	29 962	20 724	31 584
8 326	13 046	8 530	13 159
1 014	260	290	18,1
pe EX)			
et spécialistes			
et service extérieur			
6 151	19 586	6 326	20 246
25 219	40 284	26 021	42 102
34 601	62 803	36 817	65 310
65 716	142 583	68 553	208 299
5 728	39 437	5 557	39 614
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6 151	19 586	6 326	20 246
19 106	29 962	20 724	31 584
8 326	13 046	8 530	13 159
1 014	260	290	18,1
pe EX)			
et spécialistes			
et service extérieur			
6 151	19 586	6 326	20 246
25 219	40 284	26 021	42 102
34 601	62 803	36 817	65 310
65 716	142 583	68 553	208 299
5 728	39 437	5 557	39 614
25 219	40 284	26 021	42 102
34 601	62 803	36 817	65 310
6 151	19 586	6 326	20 246
19 106	29 962	20 724	31 584
8 326	13 046	8 530	13 159
1 014	260	290	18,1
pe EX)			
et spécialistes			
et service extérieur			
6 151	19 586	6 326	20 246
25 219	40 284	26 021	42 102
34 601	62 803	36 817	65 310
65 716	142 583	68 553	208 299
5 728	39 437	5 557	39 614
25 219	40 284	26 021	42 102
34 601	62 803	36 817	65 310
6 151	19 586	6 326	20 246
19 106	29 962	20 724	31 584
8 326	13 046	8 530	13 159
1 014	260	290	18,1
pe EX)			
et spécialistes			
et service extérieur			
6 151	19 586	6 326	20 246
25 219	40 284	26 021	42 102
34 601	62 803	36 817	65 310
65 716	142 583	68 553	208 299
5 728	39 437	5 557	39 614
25 219	40 284	26 021	42 102
34 601	62 803	36 817	65 310
6 151	19 586	6 326	20 246
19 106	29 962	20 724	31 584
8 326	13 046	8 530	13 159
1 014	260	290	18,1
pe EX)			
et spécialistes			
et service extérieur			
6 151	19 586	6 326	20 24

Source : Catégorie Gestion : pour 1980. Système de classement des données sur la Haute direction de la Commission et, pour 1981. Système d'information des ressources de gestion. Autres catégories : ministères des Approvisionnements et Services.

Tableau 7

Âge et groupe linguistique  
Répartition, en nombre et pourcentage, des employés selon le groupe d'âge et le groupe linguistique.  
1980 et 1981

1980											
1981											
Groupe d'âge	Anglophones	N.	%	Anglo-phones et francophones	Total <sup>a</sup>	Anglophones	N.	%	Francophones	Total <sup>a</sup>	Anglo-phones et francophones
Moins de 20 ans	937	549	36,9	1 486	1 668	1 775	748	38,9	1 923	1 923	1 923
20—24	11 236	6 299	35,9	17 535	18 526	12 119	6 543	35,1	18 662	19 585	19 585
25—29	22 595	10 202	31,1	32 797	33 828	23 161	10 612	31,4	33 773	34 785	34 785
30—34	24 707	9 754	28,3	34 461	35 264	26 505	10 778	28,9	37 283	37 283	37 283
35—39	17 246	6 523	27,4	23 769	24 305	19 509	7 389	27,5	26 898	27 377	27 377
40—44	15 058	4 680	23,7	19 738	20 148	16 031	5 164	24,4	21 195	21 195	21 195
45—49	15 552	4 559	22,7	20 111	20 477	15 775	4 643	22,7	20 418	20 418	20 418
50—54	16 029	4 382	21,5	20 411	20 710	16 202	4 479	21,7	20 681	20 681	20 681
55—59	17 372	3 787	17,9	21 159	21 439	16 219	3 637	18,3	19 856	19 856	19 856
60—64	9 598	2 042	17,5	11 640	11 798	9 660	2 028	17,4	11 688	11 688	11 688
65 ans et plus	104	21	16,8	125	146	137	21	13,3	158	158	158
Total <sup>b</sup>	150 434	52 798	26,0	203 232	208 299	156 506	56 044	26,4	212 550	215 504	215 504

<sup>a</sup>Dans 5 067 cas en 1980 et 3 093 en 1981, la première langue officielle de l'employé n'a pas été précisée. Voir la note technique.

<sup>b</sup>Dans 19 cas en 1981, les documents de pension de retraite ne précisent pas la date de naissance de l'employé.

Source : Ministère des Approvisionnement et Services

Tableau 8

Traitement annuel et sexe

Répartition, en nombre et pourcentage, des employés à temps plein, période indéterminée selon le traitement annuel et le sexe, 1980 et 1981

1980											
1981											
Traitement annuel <sup>a</sup>	Hommes	N.	%	Total <sup>b</sup>	Hommes	N.	%	Femmes	Total <sup>b</sup>	Femmes	%
Moins de 10 000\$	465	1 511	76,5	1 976	586	1 281	68,6	1	1	1	100
10 000—14 999	15 765	23 967	60,3	39 733	9 595	16 749	63,6	26	26	26	100
15 000—19 999	36 092	31 536	46,6	67 629	23 878	33 857	63,6	57	57	57	100
20 000—24 999	33 021	8 963	21,3	41 985	31 478	11 376	26,5	42	42	42	100
25 000—29 999	12 281	2 543	16,1	15 825	22 328	7 644	23,9	31	31	31	100
30 000—34 999	10 279	931	8,3	11 210	11 631	1 965	14,5	13	13	13	100
35 000—39 999	7 156	396	5,2	7 552	8 597	923	9,7	9	9	9	100
40 000—44 999	3 610	134	3,6	3 744	6 748	414	5,8	7	7	7	100
45 000—49 999	1 416	47	3,2	1 463	3 453	113	3,2	3	3	3	100
50 000 \$ et plus	615	23	3,6	638	2 482	80	3,1	2	2	2	100
Total <sup>c</sup>	121 700	70 041	36,5	191 745	122 777	74 404	37,7	197	197	197	100
Autres <sup>d</sup>	7 798	8 752	52,9	16 554	8 058	10 397	56,3	18	18	18	100
Grand total	129 498	78 793	37,8	208 299	130 835	84 801	39,3	215	215	215	100

<sup>a</sup> Selon le taux de traitement annuel des employés au 31 décembre.

<sup>b</sup> Dans 8 cas en 1980 et 7 en 1981, les documents de paye ne précisent pas le sexe de l'employé.

<sup>c</sup> Dans 3 cas en 1981, les documents de paye sont incomplets.

<sup>d</sup> Comprend les employés dont la modalité d'emploi est autre que « temps plein, période indéterminée ».

Source : Ministère des Approvisionnement et Services



1980											
Francophones						Anglo-phones et franco-phones					
N.			%			N.			%		
Anglophones			Francophones			Anglophones			Francophones		
Total			Total			Total			Total		
13	6	31,6	19	19	19	156 506	56 044	26,4	212 550	5	215 643
missions des allocations			étariat des combattants			19	6	24,0	25		
au de la Coordonnatrice,	5	18	78,3	23	24	6	15	71,4	21		
tion de la femme	3	4	57,1	7	14	6	6	50,0	12		
mission sur les pratiques	7	5	41,7	12	13	8	8	50,0	16		
ctives du commerce											
seil de révision des	9	6	40,0	15	15	10	5	33,3	15		
ions											
au du Commissaire à la	1	3	75,0	4	20	1	4	80,0	5		
Administration fédérale											
5 067 cas en 1980 et 3 093 en 1981, la première											
on officielle de l'emploi n'a pas été précisée. Voir											
e technique.											
ce : Ministère des Approvisionnement et Services											

bleau 6

e et sexe

artition, en nombre et pourcentage, des employés selon le groupe d'âge et le sexe, 1980 et 1981

1980											
Femmes						Hommes					
N.			%			N.			%		
Total			Total			Total			Total		
24	6 275	12 249	66,1	18 526	6 502	12 677	66,1	19 179	1 973	74,8	1 973
29	16 864	16 962	50,1	33 828	16 458	17 919	52,1	34 378	37 841	39,4	37 841
34	22 297	12 965	36,8	35 264	22 917	14 923	39,4	27 240	21 489	34,3	21 489
39	16 290	8 015	33,0	24 305	17 787	9 453	34,7	20 034	20 650	31,8	20 650
44	13 448	6 700	33,3	20 148	14 111	7 377	34,3	20 894	29,3	27,0	20 034
49	14 210	6 267	30,6	20 477	14 081	6 567	31,8	11 766	23,8	24,4	11 766
54	15 820	5 619	26,2	21 439	14 618	5 416	27,0	180	215 643	39,3	215 643
59	14 757	5 951	28,7	20 710	14 765	6 128	29,3				
64	9 043	2 755	23,4	11 798	8 960	2 806	23,8				
et plus	107	39	26,7	146	136	44	24,4				
129 498	78 793	37,8	208 299	130 835	84 801	39,3	215 643				

8 cas en 1980 et 7 en 1981, les documents de ne précèdent pas le sexe de l'emploi.

19 cas en 1981, les documents de pension de ne précèdent pas la date de naissance de l'employé.

ce : Ministère des Approvisionnement et Services



Ministère d'affectation	Anglophones	N.	%	Anglo-phones et franco-phones	Total*	Anglophones	N.	%	Anglo-phones et franco-phones
Office national de l'énergie	295	43	12,7	338	340	330	51	13,4	381
Commission canadienne des pensions	254	37	12,7	291	297	247	59	19,3	306
Bureau du Conseil privé	148	109	42,4	257	258	156	128	45,1	284
Commission nationale des libérations conditionnelles	131	91	41,0	222	225	145	98	40,3	243
Solliciteur général	144	51	26,2	195	206	163	65	28,5	228
Département des Assurances	143	34	19,2	177	177	142	41	22,4	183
Conseil du Trésor (Bureau du Contrôleur général)	118	41	25,8	159	161	128	54	29,7	182
Administration du rétablissement agricole des Prairies	111	0	0,0	111	184	117	0	0,0	117
Sciences et Technologie	100	46	31,5	146	148	98	62	38,8	160
Travail dans la Fonction publique	73	74	50,3	147	159	76	72	48,6	148
Office de l'établissement agricole des anciens combattants	208	12	5,5	220	235	137	16	10,5	153
Cour fédérale	63	29	31,5	92	128	62	40	39,2	102
Agence d'examen de l'investissement étranger	86	25	22,5	111	112	99	30	23,3	129
Bureau du Commissaire aux langues officielles	22	75	77,3	97	100	30	96	76,2	126
Commission canadienne des droits de la personne	68	32	32,0	100	104	80	37	31,6	117
Bureau de services juridiques des pensions	189	16	7,8	205	209	95	19	16,7	114
Département d'Etat au Développement économique	51	26	33,8	77	83	58	28	32,6	86
Bureau du Chef de cabinet du Gouverneur général	36	46	56,1	82	84	32	42	56,8	74
Bureau des relations fédérales-provinciales	42	25	37,3	67	68	44	27	38,0	71
Conseil canadien des relations de travail	27	47	63,5	74	75	25	44	63,8	69
Département d'Etat au Développement social	0	0	0,0	0	0	35	20	36,4	55
Cour suprême	16	29	64,4	45	55	16	24	60,0	40
Commission d'appel de l'immigration	34	13	27,7	47	47	33	15	31,3	48
Bureau du Directeur général des élections	10	37	78,7	47	47	7	38	84,4	45
Commission mixte internationale	5	0	0,0	5	39	6	0	0,0	6
Commission de la réforme du droit du Canada	8	22	73,3	30	31	13	21	61,8	34
Commission de révision de l'impôt	18	13	41,9	31	31	14	19	57,6	33
Commission du tarif	5	3	37,5	8	28	5	4	44,4	9

1980

1981

Catégorie d'affectation	Anglophones		N.		Francophones		Anglo-phones et franco-phones	Total	Anglophones	N.		Total
	%	franco-phones	%	franco-phones	%	franco-phones						
nu Canada (Douanes et des Impôts)	17 397	6 028	25,7	23 425	23 630	18 749	6 297	25,1	25 046	22 632	19 974	22 892
oi et Immigration	14 524	7 253	33,3	21 777	22 694	15 092	7 540	33,3	22 632	19 588	19 974	22 892
sports	14 770	3 986	21,3	18 756	19 270	15 333	4 255	21,7	19 588	17 974	18 756	19 270
onnement	8 214	1 669	16,9	9 883	9 981	8 302	1 824	18,0	10 126	9 211	10 211	10 211
ce correctionnel du	6 549	3 067	31,9	9 616	9 665	6 722	3 187	32,2	9 909	9 980	9 980	9 980
rovisionnements et	5 898	3 435	36,8	9 333	9 433	6 120	3 682	37,6	9 802	9 860	9 860	9 860
ces	7 253	1 826	20,1	9 079	9 215	7 370	1 924	20,7	9 294	9 436	9 436	9 436
é nationale et Bien-être	6 327	1 653	20,7	7 980	8 336	6 673	1 825	21,5	8 498	8 695	8 695	8 695
aux publics	5 832	2 265	28,0	8 097	8 227	6 104	2 294	27,3	8 398	8 485	8 485	8 485
res indiennes et du Nord	4 325	712	14,1	5 037	6 009	4 346	731	14,4	5 077	5 133	5 133	5 133
res et Océans	4 520	448	9,0	4 968	4 992	4 771	508	9,6	5 279	5 300	5 300	5 300
sique Canada	2 857	1 328	31,7	4 185	4 343	2 862	1 514	34,6	4 376	4 545	4 545	4 545
res des anciens	2 233	1 432	39,1	3 665	3 744	2 624	1 492	36,2	4 116	4 131	4 131	4 131
ge, Mines et Ressources	2 903	560	16,2	3 463	3 491	3 233	837	20,6	4 070	4 080	4 080	4 080
darmière royale du	2 793	666	19,3	3 459	3 512	2 856	751	20,8	3 607	3 629	3 629	3 629
ada (civils)	2 793	666	19,3	3 459	3 512	2 856	751	20,8	3 607	3 629	3 629	3 629
res extérieures	1 991	856	30,1	2 847	2 874	2 256	937	29,3	3 193	3 222	3 222	3 222
étariat d'Etat du Canada	894	2 026	69,4	2 920	2 933	903	2 133	70,3	3 036	3 037	3 037	3 037
mission de la Fonction	859	1 579	64,8	2 438	2 512	923	1 536	62,5	2 459	2 510	2 510	2 510
trie et Commerce	1 918	466	19,5	2 384	2 422	1 928	508	20,9	2 436	2 473	2 473	2 473
munications	1 455	492	25,3	1 947	1 952	1 547	592	27,7	2 139	2 141	2 141	2 141
sommation et	1 450	672	31,7	2 122	2 127	1 421	711	33,3	2 132	2 136	2 136	2 136
corations	746	336	31,1	1 082	1 122	811	396	32,8	1 207	1 225	1 225	1 225
ansion économique	728	360	33,1	1 088	1 103	768	380	33,1	1 148	1 157	1 157	1 157
nce canadienne de	470	497	51,4	967	973	519	558	51,8	1 077	1 080	1 080	1 080
éveloppement international	661	286	30,2	947	949	658	279	29,8	937	938	938	938
ées nationaux du Canada	559	190	25,4	749	760	599	212	26,1	811	813	813	813
mission canadienne des	743	38	4,9	781	807	718	39	5,2	757	782	782	782
seil du Trésor	435	239	35,5	674	685	480	267	35,7	747	756	756	756
ntives publiques du	438	260	37,2	698	701	474	280	37,1	754	755	755	755
mission canadienne des	523	190	26,6	713	716	522	224	30,0	746	747	747	747
sports	408	207	33,7	615	623	448	215	32,4	663	672	672	672
nces	299	157	34,4	456	463	334	176	34,5	510	516	516	516
ortèque nationale du	299	157	34,4	456	463	334	176	34,5	510	516	516	516
Canada	299	157	34,4	456	463	334	176	34,5	510	516	516	516
seil de la radiodiffusion et	183	183	50,0	366	375	197	189	49,0	386	393	393	393
diennes	183	183	50,0	366	375	197	189	49,0	386	393	393	393

Ministère d'affectation	Hommes	Femmes	N.	%	Total <sup>a</sup>	Hommes	Femmes	N.	%
Agence d'examen de l'investissement étranger	60	52	46,4	112	74	55	42,6		
Bureau du Commissaire aux langues officielles	47	53	53,0	100	55	71	56,3		
Commission canadienne des droits de la personne	37	67	64,4	104	44	73	62,4		
Bureau de services juridiques des pensions	95	114	54,5	209	45	69	60,5		
Département d'État au Développement économique	42	41	49,4	83	40	51	56,0		
Bureau du Chef de cabinet du Gouverneur général	35	49	58,3	84	33	46	58,2		
Bureau des relations fédérales-provinciales	30	38	55,9	68	32	39	54,9		
Conseil canadien des relations de travail	31	44	58,7	75	27	42	60,9		
Département d'État au Développement social	0	0	0,0	0	24	31	56,4		
Cour suprême	28	27	49,1	55	26	27	50,9		
Commission d'appel de l'immigration	18	29	61,7	47	18	31	63,3		
Bureau du Directeur général des élections	24	23	48,9	47	26	19	42,2		
Commission mixte internationale	21	18	46,2	39	20	16	44,4		
Commission de la réforme du droit du Canada	7	24	77,4	31	10	25	71,4		
Commission de révision de l'impôt	10	21	67,7	31	11	22	66,7		
Commission du tarif	16	12	42,9	28	14	12	46,2		
Commission des allocations aux anciens combattants	12	7	36,8	19	17	8	32,0		
Secrétariat des conférences intergouvernementales	11	13	54,2	24	10	12	54,5		
Bureau de la Coordonnatrice, Situation de la femme	0	14	100,0	14	0	17	100,0		
Commission sur les pratiques restrictives du commerce	4	9	69,2	13	4	12	75,0		
Conseil de révision des pensions	6	9	60,0	15	6	9	60,0		
Bureau du Commissaire à la magistrature fédérale	8	12	60,0	20	0	6	100,0		
<b>Total</b>	<b>129 498</b>	<b>78 793</b>	<b>37,8</b>	<b>208 299</b>	<b>130 835</b>	<b>84 801</b>	<b>39,3</b>	<b>215</b>	

<sup>a</sup> Dans 8 cas en 1980 et 7 en 1981, les documents de paye ne précisent pas le sexe de l'employé.

Source : Ministère des Approvisionnement et Services

Ministère d'affectation et sexe  
Distribution, en nombre et pourcentage, des employés selon le ministère d'affectation et le sexe,  
1980 et 1981

		1980		1981	
		Hommes		Femmes	
		N.	%	N.	%
Ministère d'affectation		Total		Total	
Ministère d'affectation		10 169	43,0	13 750	45,3
Ministère d'affectation		13 461	43,0	10 317	30,0
Ministère d'affectation		24 062	29,1	24 070	10 317
Ministère d'affectation		9 678	13 016	13 551	69,2
Ministère d'affectation		16 199	3 071	17 516	19 974
Ministère d'affectation		7 651	2 328	9 981	10 211
Ministère d'affectation		7 843	1 821	7 922	2 058
Ministère d'affectation		4 882	4 551	4 892	49,6
Ministère d'affectation		7 041	2 174	7 038	2 398
Ministère d'affectation		3 268	5 066	3 288	5 407
Ministère d'affectation		6 454	1 773	6 518	1 966
Ministère d'affectation		3 024	2 985	2 838	49,7
Ministère d'affectation		3 856	1 135	4 011	1 288
Ministère d'affectation		2 050	2 292	2 137	2 408
Ministère d'affectation		1 743	2 001	1 822	2 309
Ministère d'affectation		2 618	873	2 860	1 220
Ministère d'affectation		664	2 828	706	2 923
Ministère d'affectation		1 762	1 112	1 984	1 238
Ministère d'affectation		1 064	1 869	1 089	1 948
Ministère d'affectation		1 070	1 441	1 019	1 491
Ministère d'affectation		1 486	936	1 523	950
Ministère d'affectation		1 291	661	1 364	777
Ministère d'affectation		1 290	837	1 263	873
Ministère d'affectation		526	596	557	668
Ministère d'affectation		622	481	630	527
Ministère d'affectation		535	438	584	496
Ministère d'affectation		589	360	380	405
Ministère d'affectation		384	376	394	419
Ministère d'affectation		645	162	807	616
Ministère d'affectation		375	310	414	342
Ministère d'affectation		432	269	444	311
Ministère d'affectation		434	282	450	297
Ministère d'affectation		329	294	360	312
Ministère d'affectation		140	323	146	370
Ministère d'affectation		45,3	375	208	185
Ministère d'affectation		205	170	208	185
Ministère d'affectation		207	133	240	144
Ministère d'affectation		99	198	110	197
Ministère d'affectation		120	138	118	168
Ministère d'affectation		69	156	72	174
Ministère d'affectation		102	104	112	128
Ministère d'affectation		117	60	122	61
Ministère d'affectation		103	58	116	66
Ministère d'affectation		90	94	85	85
Ministère d'affectation		78	70	78	82
Ministère d'affectation		82	77	76	83
Ministère d'affectation		130	105	76	76
Ministère d'affectation		66	62	71	70
Ministère d'affectation		141	154	141	154



Tableau 2

## Lieu de travail (Canada et étranger) et sexe

Répartition, en nombre et pourcentage, des employés selon le lieu de travail et le sexe, 1980 et 1981

Lieu de travail	1980		1981	
	Femmes	Hommes	Femmes	Hommes
Total	129 498	78 793	37,8	208 299
Étranger	1 323	405	23,4	1 728
Territoires du Nord-Ouest	836	666	44,3	1 502
Yukon	438	457	51,1	895
Colombie-Britannique	12 607	6 592	34,3	19 199
Alberta	7 332	4 420	37,6	11 752
Saskatchewan	3 459	2 399	41,0	5 858
Manitoba	5 535	4 090	42,5	9 625
Ontario (R.C.N.)	28 584	21 869	43,3	50 456
Ontario (sauf R.C.N.)	21 088	13 548	39,1	34 638
Québec (R.C.N.)	8 310	6 950	45,5	15 260
Québec (sauf R.C.N.)	19 999	10 395	34,2	30 396
Nouveau-Brunswick	4 682	2 323	33,2	7 006
Nouvelle-Écosse	10 486	3 286	23,9	13 772
Île-du-Prince-Édouard	968	369	27,6	1 337
Terre-Neuve	3 851	1 024	21,0	4 875
Lieu de travail	Hommes	N.	Total	Hommes
		%		N.
Anglophones	129 498	100	208 299	100
Francophones	1 323	1,0	1 728	0,8
Anglophones et francophones	130 821	101	210 027	100

Source : Ministère des Approvisionnement et Services

Dans B cas en 1980 et 7 en 1981, les documents de

paye ne précisent pas le sexe de l'employé.

1980 et 1981

Répartition, en nombre et pourcentage, des employés selon le lieu de travail et le groupe linguistique.

## Lieu de travail (Canada et étranger) et groupe linguistique

Lieu de travail	1980		1981	
	Anglophones	Francophones	Anglophones	Francophones
Total	150 434	52 798	26,0	203 232
Étranger	1 275	435	25,4	1 710
Territoires du Nord-Ouest	1 229	49	3,8	1 278
Yukon	762	5	0,7	767
Colombie-Britannique	18 331	159	0,9	18 490
Alberta	11 127	178	1,6	11 305
Saskatchewan	5 235	55	1,0	5 290
Manitoba	8 856	201	2,2	9 057
Ontario (R.C.N.)	34 836	14 954	30,0	49 790
Ontario (sauf R.C.N.)	32 927	1 205	3,5	34 132
Québec (R.C.N.)	8 978	6 160	40,7	15 138
Québec (sauf R.C.N.)	2 260	27 627	92,4	29 887
Nouveau-Brunswick	5 528	1 354	19,7	6 882
Nouvelle-Écosse	13 108	329	2,4	13 437
Île-du-Prince-Édouard	1 243	60	4,6	1 303
Terre-Neuve	4 739	27	0,6	4 766
Lieu de travail	Anglophones	N.	Total	Anglophones
		%		N.
Anglophones	150 434	100	203 232	100
Francophones	1 275	0,8	1 728	0,8
Anglophones et francophones	151 709	100	204 960	100

Dans 5 067 cas en 1980 et 3 093 en 1981, la première langue officielle de l'emploi n'a pas été précisée. Voir la note technique.

Source : Ministère des Approvisionnement et Services.



## Tableaux

Tableau 1

Modalité d'emploi		Nombre d'employés selon la modalité d'emploi, 1980 et 1981	
Temps plein		1980	1981
• Période indéterminée	191 745	197 187	1 432
• Saisonnier	1 409	14 546	206 376
Total		206 376	213 165
Temps partiel		1 409	1 775
• Période indéterminée	1 409	1 775	80
• Saisonnier	67	621	1 907
• Période déterminée	431	208 299	2 476
Total		208 299	2 15 643
Grand total*		208 299	2 15 643

\* Dans 16 cas en 1980 et 2 en 1981, les documents de paye ne précisent pas la modalité d'emploi.

Note : Les personnes embauchées pour une période de moins de 6 mois sont exclues des statistiques dont rendent compte les tableaux. En 1981, on en note un maximum de 18 028 en juillet et un minimum de 9 413 en décembre, la moyenne mensuelle s'établissant à 12 855.

Source : Ministère des Approvisionnements et Services

54	Formation professionnelle et lieu des cours	1 14	57	Formation linguistique, catégorie professionnelle et statut de l'étudiant	1 15
55	Formation professionnelle et langue d'enseignement	1 14	58	Formation linguistique, catégorie professionnelle et Examen de connaissance de langue	1 16
56	Formation linguistique et inscriptions	1 14			

## Formation

49	Mises en disponibilité, catégorie professionnelle et sexe	1 08	52	Cessations d'emploi, catégorie professionnelle et sexe	1 10
50	Mises en disponibilité, catégorie professionnelle et groupe linguistique	1 09	53	Cessations d'emploi, catégorie professionnelle et groupe linguistique	1 12
51	Cessations d'emploi et motifs	1 09			

## Cessation d'emploi

44	Appels et variation annuelle	1 05	47	Appels et ministère	1 06
45	Appels et région	1 05	48	Appels, provenance des nominations et méthode de sélection	1 08
46	Appels et catégorie professionnelle	1 06			

## Appels

38	Nominations et postes bilingues (exigences linguistiques préalables)	1 00	41	Nominations, candidatures et diplômes d'universités	1 03
39	Nominations et postes bilingues (exigences linguistiques différées ou suspendues)	1 01	42	Nominations, candidatures et diplômes de collèges communautaires et de cégeps	1 04
40	Nominations et diplômes d'universités	1 02	43	Nominations et Programme d'emplois d'été axés sur la carrière	1 04

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## Effectif et catégories professionnelles

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15a	Catégorie Haute direction, sexe et groupe linguistique	70	24	Catégorie Techniciens et franco- phone	79
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29	Nominations et modalité d'emploi	85	33	Nominations et mobilité profes- sionnelle	91
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30b	Nominations et catégorie Gestion	86	35	Nominations, lieu de travail et sexe	96
31	Nominations et catégorie profes- sionnelle	86	36	Nominations, lieu de travail et groupe linguistique	97
32a	Nominations, catégorie Haute direction et mobilité profession- nelle	90	37	Nominations, catégorie profes- sionnelle, statut linguistique du poste et groupe linguistique	98
32b	Nominations, catégorie Gestion et mobilité professionnelle	90			



## Faits à noter

### Effectif

- Augmentation de 3,5 % du nombre des employés, de 208 299 en 1980 (excluant Postes Canada) à 215 643 en 1981 (voir le tableau 1)
- Croissance de 6,6 % des membres de la catégorie Administration et service extérieur, de 49 058 en 1980 à 52 308 en 1981 (voir le tableau 1)
- Légère augmentation de 1,5 %, 3,2 % et 4 % de l'effectif des catégories Scientifiques et spécialistes, Techniciens et Soutien administratif respectivement et stabilité totale de la catégorie Exploitation (voir le tableau 1)

Augmentation de 7,6 % de la représentation totale des femmes, de 78 793 ou 37,8 % en 1980 à 84 801 ou 39,3 % en 1981 (voir le tableau 13)

- Accroissement de la participation des francophones de 52 798 ou 26 % en 1980 à 56 044 ou 26,4 % en 1981 (voir le tableau 14)

### Nominations

- Augmentation importante de 23,6 % des nominations, surtout pour une période indéterminée, faites à la Fonction publique, soit de 14 693 en 1980 à 18 155 en 1981 (voir le tableau 29)
- Accroissement de 11,3 % du total des nominations au sein de la Fonction publique, soit de 86 929 en 1980 à 96 758 en 1981 (voir le tableau 29)
- Accroissement de 8 454 des nominations pour une période déterminée, de 38 604 à 47 058 (voir le tableau 29)
- Augmentation de 23,9 % des promotions, de 2 270 en 1980 à 30 062 en 1981, en comparaison de 23,7 % de 1979 à 1980 (excluant la catégorie Gestion) (voir le tableau 31)
- Diminution de 14,4 % des mutations latérales, de 42 161 en 1980 à 36 103 en 1981 (excluant la catégorie Gestion) (voir le tableau 33)

- Accroissement de la mobilité interministérielle en 1981 : proportion de 12 promotions et mutations latérales intraministérielles pour chaque promotion et mutation latérale interministérielle, contre 15 promotions et 13 mutations latérales intraministérielles pour chaque promotion et mutation latérale interministérielle respectivement en 1980 (excluant la catégorie Gestion) (voir le tableau 33)

### Cessations d'emploi

- Augmentation de 3,9 % du total des cessations d'emploi, incluant les mises en disponibilité, de 25 863 en 1980 à 26 864 en 1981 (voir les tableaux 49 et 51)
- Proportion de 64,2 % des démissions comme motif de toutes les cessations d'emploi et de 26,7 % des mises à la retraite, exception faite de l'achèvement des emplois pour une période déterminée (voir les tableaux 49 et 52)
- Taux de 55,3 % des femmes des 14 859 démissionnaires en 1981 contre un taux de 58,3 % des 14 765 en 1980 (voir le tableau 52)





L'un des événements les plus marquants de l'année a été sans contredit la transfor-  
mation de Postes Canada de ministère en  
société d'Etat non-assujettie à la Loi sur

*l'emploi dans la Fonction publique*. Cette  
décision, si elle a soustrait quelque 60 000  
employés à l'application de la Loi, a prévu  
un certain nombre de mesures de transi-  
tion qui garantiront aux anciens fonction-  
naires ministériels appartenant à la  
société, la protection des droits dont ils  
jouissaient en vertu de la Loi. Ces mesu-  
res, valides pour trois ans, comprennent  
leur admissibilité aux concours internes ou  
aux mutations de la Fonction publique  
ainsi que le droit d'être avisés des résultats  
des concours et d'interférer appel tout  
comme par le passé. En outre, les  
employés qui poursuivront un stage proba-  
toire entrepris aux termes de la Loi pour-  
ront encore être pris en considération pour  
une nomination dans un autre service de la  
Fonction publique s'ils sont rejetés par la  
société au cours de leur stage. De même,  
les dispositions de la Loi relatives aux  
employés mis en disponibilité s'appliqueront  
aux anciens fonctionnaires ministé-  
riels qui seraient mis en disponibilité par la  
société dans les trois ans de leur nomina-  
tion ou mutation à la société. Les disposi-  
tions de la Loi concernant les congés s'ap-  
pliqueront également. Finalement, des  
mesures de transition sont aussi prévues  
quant aux processus de sélection ou aux  
appels en cours.

En date du 30 septembre 1981 (septem-  
bre étant le dernier mois avant que Postes  
Canada ne devienne un employeur auto-  
nome), l'effectif du ministère se composait  
de 71 % d'hommes et de 29 % de  
femmes. Les employés à temps plein  
représentaient 88,5 % de l'effectif et les  
employés à temps partiel, 13,5 %.  
Quatre-vingt-dix-huit pour cent de tous les  
employés, soit les employés à temps plein  
employés, soit les employés à temps partiel  
et à temps partiel, étaient nommés pour  
une période indéterminée.

La Commission a reçu 73 recommanda-  
tions de renvoi pour incompétence ou  
incapacité. La moitié des employés ainsi  
visés ont interjeté appel et 16 % de ces  
derniers ont conservé leur emploi.  
Soixante-dix-huit pour cent des employés  
dont le renvoi avait été recommandé pour  
incompétence ou incapacité ont effective-  
ment été renvoyés pour ces raisons.

Les employés du ministère se retrouvaient  
dans les six catégories professionnelles et  
dans 29 de leurs groupes. L'effectif du  
ministère se répartissait donc ainsi : 5 %  
environ dans les quatre catégories  
d'argent, la même proportion dans la  
catégorie Soutien administratif et au-delà  
de 90 % dans la catégorie Exploitation.  
Sur les 29 groupes professionnels, le  
groupe B Opérations postales et le sous-  
groupe B Opérations postales étaient ceux  
qui comptaient le plus de membres. Avec  
les employés classés au groupe Commis

- **Méthodes de sélection**
  - Sélection avec concours
  - Sélection de candidats suite à l'attachage d'un avis de concours ou à la consultation de répertoires.
  - Sélection sans concours
  - Sélection par voie de classification, de mutation latérale ou régressive, de promotion ou de nomination prioritaire.
  - Concours public
    - Concours ouvert à la fois aux personnes qui font déjà partie de la Fonction publique : les candidats sont invités à répondre à un avis de concours annonçant les postes à pourvoir ou sont identifiées au moyen d'un répertoire d'employés admissibles.
  - Concours restreint
    - partie.
    - que et à celles qui n'en font pas encore
    - qui font déjà partie de la Fonction publique
  - Concours ouvert uniquement aux personnes qui font déjà partie de la Fonction publique : les candidats sont invités à répondre à un avis de concours annonçant les postes à pourvoir ou sont identifiées au moyen d'un répertoire d'employés admissibles.
- **Méthode de sélection et droit d'appel**
  - Méthode de sélection ouvrant droit à un appel
  - Méthode de sélection pouvant donner lieu à un appel, conformément à l'article 21 de la Loi sur l'emploi dans la Fonction publique.
  - Méthode de sélection ayant fait l'objet d'un appel
  - Méthode de sélection ouvrant droit à un appel et à l'égard de laquelle au moins un appel a été interjeté.
  - Dispositif des décisions des appels
  - Dispositif permettant à un comité d'appel d'accueillir ou non un appel ou encore de décider qu'il n'a pas la compétence pour en juger : parmi les appels non accueillis, on compte les appels rejetés et les appels réglés de quelque autre façon par un comité avec ou sans audience, soit que l'appelant ait retiré son appel ou que l'appel ait été jugé irrecevable.
- **Langues officielles et dotation**
  - Statut linguistique du poste
  - Indication de la description linguistique d'un poste qui peut être bilingue, anglais ou français essentiel, français essentiel ou anglais essentiel.
  - Situation linguistique du titulaire
  - Indication à savoir si le titulaire a satisfait, doit satisfaire ou n'a pas à satisfaire aux exigences linguistiques d'un poste bilingue donné.
  - Poste bilingue (exigences linguistiques préalables)
    - Poste bilingue pour lequel les candidats doivent satisfaire aux exigences linguistiques des leur nomination.
- **Poste bilingue (exigences linguistiques différentes)**
  - Poste bilingue pour lequel les candidats qui ne satisfont pas aux exigences linguistiques peuvent être nommés :
    - s'ils ont fait preuve, aux yeux de la Commission de la Fonction publique, de leur aptitude à réussir leur formation linguistique.
    - s'ils s'engagent par écrit à devenir bilingues avant la fin de la période d'emploi.
    - s'ils ont au moins 55 ans,
    - ou pour des raisons de convenance personnelle.
  - Profil linguistique
    - Indication par une série de lettres du niveau de compétence linguistique requis dans les quatre habiletés : lire, écrire, comprendre et parler; les quatre premières lettres de la série se réfèrent à l'anglais et les quatre suivantes, au français.
  - Cessations d'emploi
    - Cessation d'emploi
    - Départ d'un employé de la fonction publique
    - Renvoi d'un employé, pour cause d'incapacité
    - Renvoi pour incompétence ou les pouvoirs de nomination.
  - **Modalités de nominations**
    - Promotion
    - Nomination d'un employé à un niveau supérieur au sein du même groupe professionnel ou d'un autre groupe, dans ce cas le maximum de l'échelle de traitement du cadre, qui ne donne pas lieu à un changement de niveau hiérarchique ou de groupe professionnel.
    - Rétrogradation
    - Nomination d'un cadre à un niveau inférieur au sein du même groupe professionnel ou d'un autre groupe, dans ce cas le maximum de l'échelle de traitement du cadre doit être inférieur au précédent.
    - Mobilité intrasectorielle
    - Nomination d'un cadre au sein d'un même ministère, qui peut être une promotion, un redéploiement ou une rétrogradation.
    - Mobilité intersectorielle
    - Nomination d'un cadre d'un ministère à un autre, qui peut être une promotion, un redéploiement ou une rétrogradation.

## Lexique de la catégorie Gestion

- **Généralités**
  - Catégorie Gestion
  - Catégorie professionnelle, divisée en deux groupes, qui englobe le personnel cadre chargé de l'élaboration des politiques, de la conception et de l'application des programmes, de la conception et du fonctionnement des mécanismes de gestion, et de la gestion du personnel, des finances et des affaires publiques.
  - Groupe Direction
  - Groupe professionnel supérieur de la catégorie Gestion et qui comprend cinq niveaux, le dernier incluant la plupart des sous-ministres adjoints. (Symbole : EX)
  - Groupe Gestion supérieure
  - Groupe professionnel inférieur de la catégorie Gestion et qui ne comprend qu'un seul niveau. (Symbole : SM)
  - Cadre de direction
  - Membre du groupe Direction de la catégorie Gestion. (Symbole : EX)
  - Cadre de gestion
  - Membre du groupe Gestion supérieure de la catégorie Gestion. (Symbole : SM)



tion d'emploi suite à une mise en disposition. Élaboré et conçu en étroite collaboration avec certains ministères et le

ns la gestion du personnel et l'admission, le système jouera un grand rôle dans la catégorie Gestion. Ce système ne remplace le Personnel ni le Système d'information des ressources de la haute fonction publique. Il renferme des renseignements et en clair sur environ 25 000 employés de la Fonction publique qui occupent des postes de cadre de gestion de direction; bientôt, on y consignera aussi les données sur les personnes de l'extérieur de la Fonction publique qui y ont été nommées. Les données sont actualisées par 13 sources différentes, y compris les employés, les gestionnaires et les systèmes de la Fonction publique. Également le Système d'information sur le personnel cadre du Conseil.

système de gestion de l'information sur les nominations  
 Les données qui figurent dans les données sur les nominations sont tirées du système de gestion de l'information sur les nominations, lequel renferme les données fournies par les ministères dans le Rapport d'opération de dotation.

Commission a remplacé la Formule de l'information en personnel, datant de 1975, par le Rapport d'opération de dotation. Les données sont versées au système de gestion. Les principaux avantages du nouveau rapport d'information sont les suivants : formation plus facile à remplir, activité des données, respect des besoins, accès en direct aux données, diffusion avec les données recueillies. Toutefois, il est possible d'améliorer le système.

registre statistique central sur les priorités  
 Le registre statistique central sur les priorités a été établi en 1978 afin de fournir la source plus sûre de données statistiques sur les bénéficiaires de priorités statutaires et administratives. Une priorité statutaire ou un congé ou mis en considération évaluable aux fins de nomination que la Loi accorde entre autres, aux employés de l'extérieur de la Commission, est accordée aux employés déclarés excédentaires conformément à la politique de la Commission. En 1979, les données sur les cessations

## Lexique général de dotation

### Généralités

• Nomination à la Fonction publique  
 Nomination d'un employé d'un organisme gouvernemental non régi par la Loi sur l'emploi dans la Fonction publique ou d'une personne de l'extérieur de la Fonction publique.  
 • Nomination au sein de la Fonction publique  
 Nomination intra ou interministérielle régie par la Loi sur l'emploi dans la Fonction publique.

• Mobilité professionnelle  
 Déplacement d'un employé d'un ministère à un autre ou au sein du même ministère, d'un groupe ou sous-groupe professionnel à un autre ou d'une modalité d'emploi à une autre, par exemple conversion d'une nomination pour une période déterminée en une nomination pour une période indéterminée.

Modalités de nominations  
 • Promotion  
 Nomination d'un employé à un poste de niveau supérieur au sein des mêmes groupe et sous-groupe professionnels ou de tout autre groupe ou sous-groupe professionnel dont le taux de traitement annuel maximal, tel qu'indiqué dans le Rapport d'opération de dotation, est supérieur d'un dollar à celui du poste qu'il occupait immédiatement avant la nomination.

• Mutation latérale  
 Nomination d'un employé à un poste de même niveau au sein des mêmes groupe et sous-groupe professionnels ou de tout autre groupe ou sous-groupe professionnel dont le taux de traitement annuel maximal, tel qu'indiqué dans le Rapport d'opération de dotation, est identique à celui du poste qu'il occupait immédiatement avant la nomination.

• Mutation régressive  
 Nomination d'un employé à un poste de niveau inférieur à celui qu'il occupait au sein des mêmes groupe et sous-groupe professionnels ou de tout autre groupe ou sous-groupe professionnel dont le taux de traitement annuel maximal, tel qu'indiqué dans le Rapport d'opération de dotation, est inférieur d'un dollar à celui du poste qu'il occupait immédiatement avant la nomination.

• Rétrogradation  
 Nomination d'un employé à un poste dont le taux de traitement annuel maximal est inférieur à celui du poste qu'il occupait immédiatement avant la nomination et ce, pour des raisons d'incompétence ou d'incapacité et par suite d'une recommandation ministérielle, conformément à l'article 31 de la Loi sur l'emploi dans la Fonction publique.  
 • Reconduction d'une nomination pour une période déterminée  
 Nomination pour une période déterminée d'un employé, d'un employé qui avait déjà été nommé pour une période déterminée à un poste dont le niveau et les sous-groupe et groupe professionnels sont identiques à ceux du poste qu'il occupait immédiatement avant la nomination.

Modalités d'emploi  
 • Emploi pour une période indéterminée  
 Durée à temps plein ou partiel dont la durée n'est pas déterminée.  
 • Emploi pour une période déterminée  
 Emploi à temps plein ou partiel dont la durée est déterminée d'avance.

• Emploi à temps partiel (régulé par la Loi sur l'emploi dans la Fonction publique)  
 Emploi où le titulaire est tenu de travailler plus du tiers de la durée de travail hebdomadaire normale fixée pour les employés qui effectuent un travail semblable, modalité entrée en vigueur le 1<sup>er</sup> janvier 1981.  
 • Emploi à temps partiel (exclu de la Loi sur l'emploi dans la Fonction publique)  
 Emploi où le titulaire n'est habituellement pas tenu de travailler plus du tiers de la durée de travail hebdomadaire normale fixée pour les employés qui effectuent un travail semblable, modalité entrée en vigueur le 1<sup>er</sup> janvier 1981.  
 • Emploi à temps plein  
 Emploi où le titulaire est tenu à la semaine déterminée ou le titulaire ne travaille que pendant certaines périodes de l'année.

Chaque année, des efforts sont déployés pour contrôler les données fournies par les ministères. À cette fin, la Commission a mis en œuvre en 1981 de nouveaux systèmes de données pour permettre le contrôle des domaines où des renseignements sont requis et a établi ses statistiques

## Source des données

Le nombre de personnes nommées à la Fonction publique en 1981, ajoutée au nombre d'employés en 1980, moins le nombre de cessations d'emploi de 1981, ne correspond pas à l'effectif de 1981. Cet écart s'explique par le fait qu'au cours des quatre dernières années, y compris 1981, de 10 000 à 15 000 nominations à la Fonction publique pour une période déterminée de moins de six mois n'ont pas été consignées pour des raisons administratives d'ordre pratique. Toutefois, si ces employés font l'objet d'une nouvelle nomination et franchissent ainsi le cap des six mois de service, leur nomination est considérée comme une nomination faite au sein de la Fonction publique.

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Les nominations intermédiaires, dont le nombre est passé d'environ 11 000 en 1980 à environ 12 000 en 1981, étaient auparavant incluses dans le total des promotions. Comme cette façon de procéder semblait fausser le nombre réel de promotions au sein de la Fonction publique, il a été décidé de ne plus inclure les nominations intermédiaires dans le calcul des promotions. Ainsi, le total des promotions et des nominations de 1980 et de 1981 ne tient pas compte des nominations intermédiaires.

Les statistiques sur les nominations de 1980 et de 1981 ne tiennent pas compte des nominations intermédiaires. Ainsi, le total des promotions et des nominations de 1980 et de 1981 ne tient pas compte des nominations intermédiaires.

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Le fichier reproduisait mensuellement des renseignements colligés depuis d'autres systèmes d'information, notamment celui du service de la paye. Il présentait cependant plusieurs lacunes, entre autres une capacité limitée de vérification des données, l'impossibilité de correction des erreurs inscrites au système et l'incapacité de produire les rapports demandés en temps opportun. Un nouveau système fut donc mis sur pied au début de 1980, qui corrige ces faiblesses.

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Renseignements sur l'effectif

La présente partie du rapport annuel fournit des statistiques précises sur les fonctionnaires fédéraux régis par la *Loi sur l'emploi dans la Fonction publique*. Les données fournies renseignent sur la répartition des fonctionnaires par modalité d'emploi, ministère, lieu de travail, sexe, groupe linguistique, groupe d'âge, traitement, catégorie et groupe professionnels; elles concernent également les nominations, les cessations d'emploi, les appels, la formation professionnelle et la formation linguistique.

Telle qu'elle est ici entendue, la *Fonction publique* exclut les employés nommés en vertu de la *Loi* pour une période déterminée de moins de six mois, le personnel nommé par le gouverneur en conseil, notamment les sous-chefs, le personnel des ministres, les membres de la Gendarmerie royale du Canada et des Forces armées canadiennes, les employés des sociétés d'État, comme Air Canada, et de certains organismes fédéraux, comme le Conseil national de recherches Canada. Elle comprend toutefois les employés civils de la Défense nationale et ceux de la gendarmerie. Le gouvernement fédéral emploie en tout 590 319 personnes, dont moins de la moitié appartiennent à la *Fonction publique* proprement dite selon la définition susmentionnée.

Les lois et les règlements fédéraux définissent différents effectifs d'employés fédéraux. Par exemple, chacune des lois ou parties de lois suivantes en délimitent certains qui, bien que différents, se chevauchent :

- les parties 1 et 2 de l'annexe 1 de la *Loi sur les relations de travail dans la Fonction publique*,
- la *Loi sur l'administration financière*,
- la *Loi sur l'emploi dans la Fonction publique*,
- la *Loi sur l'administration financière*,
- la *Loi sur la pension de la Fonction publique* et d'autres lois sur les pensions,
- la *Loi sur les langues officielles*.

L'effectif dont il est question dans ce rapport est conforme aux stipulations du sous-chapitre 45-2 du *Manuel de gestion du personnel* et à celles du manuel d'exécution du système concerné ou de tout document équivalent.

Les différences quant à l'effectif entre les données des systèmes d'information de la Commission, du Conseil du Trésor du Canada et d'Approvisionnements et Services

Fluctuations de l'effectif

L'effectif de la fonction publique régi par la *Loi sur l'emploi dans la Fonction publique* fluctue d'année en année avec l'admission ou l'exclusion d'organismes et de certains types ou groupes d'employés.

*Postes Canada*

En octobre 1981, *Postes Canada* a été transformé de ministère en société d'État et ses employés ne sont plus assujettis à la *Loi*. Par conséquent, l'effectif de la *Fonction publique* compte 60 000 employés de moins. Les tableaux statistiques du rapport annuel de cette année ne tiennent plus compte de ces employés. Aux fins de la comparaison des données, tous les chiffres de 1980 ont été révisés, de manière à exclure les employés, les nominations et les cessations d'emploi du ministère.

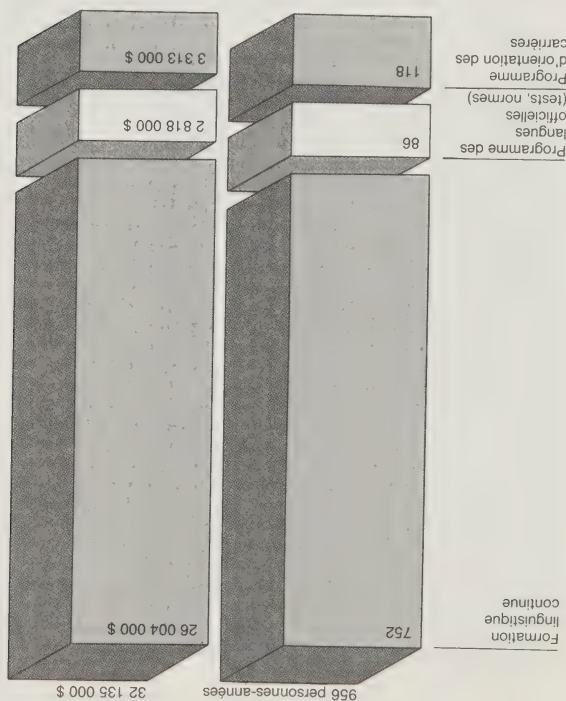
Catégorie Gestion

En outre, les modifications apportées en 1981 à la définition des termes « nomination » et « effectif » en ce qui concerne la catégorie Gestion ont fait varier les données sur les nominations et l'effectif. Il doit être tenu compte de ces variations dans la comparaison des données révisées de 1980 et de celles de 1981. Les données sur l'effectif de la catégorie ont également changé par suite de la formation du groupe Direction à même la catégorie Haute Direction et des fonctionnaires qui y étaient assimilés; quant au groupe Gestion aucune donnée n'est disponible à son sujet. Les données sur l'effectif de chacun de ces groupes continueront de changer jusqu'à ce que le processus d'intégration soit terminé.

Modifications des données sur les nominations

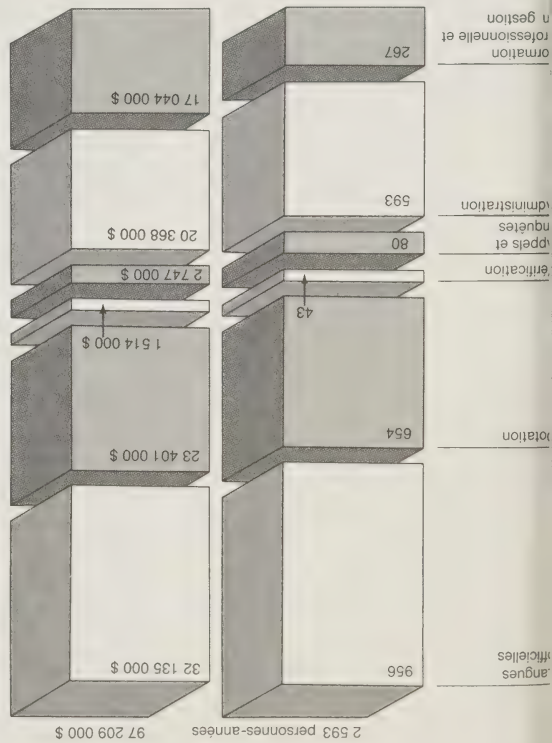
L'adoption du Rapport d'opération de dotation a rendu nécessaire l'application de critères d'identification différents de ceux qui avaient été utilisés en 1980 pour obtenir des données sur les types de

**Graphique 4**  
Affectations budgétaires aux langues officielles,  
Commission de la Fonction publique



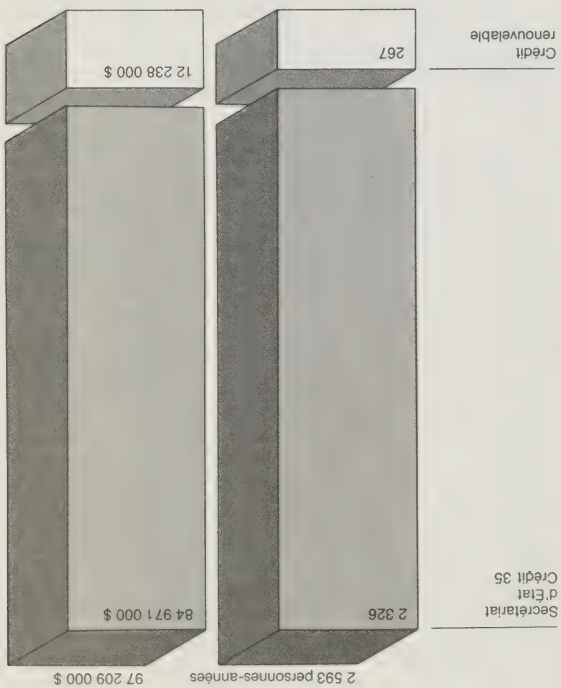
Note : Du 1<sup>er</sup> avril au 30 novembre 1981, 18 personnes-années ont été transférées à des ministères dans le cadre du Programme d'orientation des carrières.

**Graphique 2**  
Affectations budgétaires par grands secteurs d'activité, Commission de la Fonction publique



Note : Les fonds alloués à la formation professionnelle et en gestion comprennent un subside au fonds renouvelable de 4 806 000 \$. Un crédit renouvelable est un fonds dont le prélevement sur le revenu consolidé est autorisé par le Parlement à des fins déterminées. Le montant de ce fonds ne doit à aucun moment dépasser le plafond fixé par le législateur, mais il est constamment reporté. Il est maintenu sur présentation de justificatifs de dépenses.

**Graphique 3**  
Provenance des personnes-années et des fonds, Commission de la Fonction publique



Note : Le montant global alloué au Secrétariat d'Etat en vertu du crédit 35 inclut un budget supplémentaire de 518 000 \$ et un subside au fonds renouvelable de 4 806 000 \$.

## Réactions de travail

En 1981, la Commission s'est efforcée de resserrer les rapports qu'elle entretenait avec les agents de négociation. Le comité de consultation patronal-syndical a pour suivi son travail et s'est dit satisfait des progrès réalisés relativement à l'établissement, à titre expérimental, dans chacune des directions générales de comités consultatifs composés de représentants de la direction et des employés.

Les consultations ont porté sur un certain nombre de questions, dont les mandats respectifs des divers comités consultatifs, les modalités des congés d'études des employés du sous-groupe Enseignement des langues, l'évaluation du rendement, la santé et la sécurité au travail, le lien entre la direction et les agents de négociation de même que la restructuration des unités organisationnelles.

## Affaires publiques

La Commission a établi un plan d'activités et élaboré de nouvelles politiques concernant ses publications et ses relations avec les médias. Une série de séminaires est prévue pour le début de 1982 afin de familiariser les gestionnaires avec l'application de ces politiques.

Une initiative fort appréciée de la Commission a été la production en braille et l'enregistrement sur bande magnétique de la série de brochures *Carrières Fonction Publique Canada*, qui serviront à la campagne de recrutement des diplômés du post-secondaire et au programme de services aux handicapés. De même, le chapitre 3 du présent rapport a également été produit en braille et enregistré sur bande magnétique.

## Base de données commune sur le personnel

Depuis 1979, la Commission, le Conseil et les systèmes de données sur le personnel travaillent conjointement à l'amélioration des systèmes de données sur le personnel. Leur objectif comporte deux volets : d'une part, améliorer la qualité des données sur le personnel et, d'autre part, réduire la paperasserie dans les ministères par l'élimination de la publication en double de rapports.

Les deux premières années ont été consacrées à la recherche de moyens permettant de réduire la paperasserie et de coordonner l'élaboration de banques de données sur la catégorie Gestion, tandis

que l'année 1981 a été marquée par l'adoption de mesures concrètes : le Rapport d'opération de dotation a remplacé la Formule de dotation en personnel, la feuille de départ a été abolie (les renseignements requis sont maintenant tirés du Système de données des ministères n'ont plus à envoyer les appréciations du rendement de leurs employés au Conseil en plus de les faire parvenir à la Commission, et le Système d'information des ressources de gestion a été implanté parallèlement au Système d'information sur le personnel cadre du Conseil. De plus, par suite de la révision de la politique des langues officielles, la Commission a commencé à adapter son système d'information sur la formation linguistique à celui, analogue, du Conseil ainsi qu'à y verser les données qu'elle a recueillies sur les fonctionnaires avant, pendant et après leurs cours de langue.

Parallèlement, il a été décidé d'établir une unité au sein du Bureau des conseils en informatique d'Approuvisionnements et Services Canada, qui serait appelé à assurer, du nom des deux organismes concernés, les responsabilités suivantes :

- l'élaboration et l'exploitation d'une seule et unique base de données concernant tout le personnel de la Fonction publique,
- la gestion des données retenues et des méthodes de collecte,
- la coordination de la planification à court et à long termes des systèmes de données sur le personnel, en accordant une attention particulière au rapport coût-efficacité des systèmes en question.

La nouvelle unité serait mise sur pied en 1982, mais ne deviendrait opérationnelle que l'année suivante.

## Vérification interne

Le Conseil (Contrôleur) émet actuellement de nouvelles normes relativement à la vérification interne au sein de l'Administration fédérale. En 1981, la Commission a examiné son mode de vérification interne en regard des normes projetées et a modifié sa politique et ses pratiques en conséquence. Elle a approuvé des changements importants qui devraient faciliter la vérification interne dans les années à venir. En outre, celle-ci couvrira désormais la gestion du personnel et les pratiques administratives. Un groupe de soutien à la vérification sera bientôt chargé du suivi des vérifications, des recherches visant à déterminer les besoins en vérification, de même que de l'établissement de mécanismes

des d'information permettant au comité de vérification de connaître l'état d'avancement des plans d'action corrective établis à la suite des rapports de vérification. Il est également prévu d'apporter des modifications aux plans de vérification, à la production des rapports de même qu'aux postvérifications. La durée du cycle de vérification a long terme est passée de trois ans à cinq ans afin d'en étendre la portée, tout en maintenant les ressources au niveau de 1980.

La vérification de la Direction générale de la dotation entreprendra l'année dernière s'est poursuivie au cours de 1981. Les vérifications de sept bureaux de la Région de la capitale nationale et de tous les bureaux régionaux ailleurs au Canada sont maintenant terminées. Un examen global des activités de soutien sera achevé au début de 1982.



font également l'objet d'une révision dans le cadre des enquêtes que mène le Conseil du Trésor du Canada (Contrôleur général) pour le perfectionnement des pratiques et contrôles de gestion des ministères.

### Réorganisation

À l'automne de 1981, la Commission a entrepris l'intégration, à la Direction générale des programmes de la haute direction, de la Direction des cadres supérieurs de la Direction générale de la dotation, L'intégration vise à confier à une seule direction générale l'élaboration de la politique et l'exécution des programmes relatifs à la catégorie Gestion et dont est responsable la Commission. D'ailleurs, la nouvelle entité portera le nom de Direction générale des programmes de la catégorie Gestion. Complétée au début de 1982, l'intégration touchera aussi les programmes Échanges Canada et Cours et affectations de perfectionnement de même que le Programme des affectations internationales. Ce regroupement devrait permettre d'assurer avec plus de facilité et d'uniformité l'ensemble des services relatifs à la catégorie Gestion.

### Égalité d'accès

La Commission a incorporé ses programmes d'égalité d'accès à un programme global de planification des ressources humaines. Des membres de groupes sous-représentés ont pu acquiescer de l'expérience en gestion au moyen d'affectations temporaires et de nominations à des postes de gestionnaire. En effet, quatre postes ont été nommés à des postes d'entre eux ont été nommés à des postes de cadre de gestion ou de gestionnaire intermédiaire. La Commission a également pris des mesures afin de permettre aux handicapés d'accéder à ses postes. Ainsi, on compte désormais parmi son personnel des handicapés affectés à des postes de réceptionniste, d'agent de dotation, d'opérateur de machine de traitement de textes, etc. De l'équipement spécialisé a été fourni, au besoin, à certains d'entre eux pour les aider dans l'exercice de leurs fonctions : par exemple, un dispositif visuel installé à la Commission et relié au réseau téléphonique permet aux personnes qui ne peuvent communiquer de vive voix de joindre toutes les régions. La Commission a en outre modifié ses immunités afin d'en faciliter l'accès aux handicapés : aménagement de salles de bain, construction de rampes d'accès, élimination d'escaliers et modification des ascenseurs.

Le budget de la Commission de la Fonction publique pour l'exercice financier 1981/1982 (voir les graphiques 2, 3 et 4) s'établit à 97,2 M\$ et à 2 593 personnes-années, comparativement à 87,3 M\$ et à 2 722 personnes-années en 1980/1981. L'élimination de 129 personnes-années découlait principalement d'une diminution des opérations du fonds renouvelable du perfectionnement et de la formation du personnel ainsi que des personnes-années consacrées aux activités relatives aux langues officielles. La hausse de 9,9 M\$ de dépenses budgétaires est pour sa part attribuable à l'inflation (9 M\$) et aux frais entrainés par la réorganisation de la Direction générale du perfectionnement (4,3 M\$), moins les économies réalisées (3,4 M\$) lors des compressions budgétaires qui ont frappé l'ensemble des ministères.

### Pratiques et processus de gestion

La Commission a poursuivi ses efforts visant à améliorer ses pratiques et contrôles de gestion, compte tenu de l'importance particulière accordée actuellement à la qualité de la gestion au sein de la Fonction publique. Ainsi, elle a procédé en 1981 à l'élaboration et à la mise en œuvre initiale de deux phases de contrôle de son système de gestion intégré, qui couvre un cycle complet de gestion allant de l'élaboration des plans d'action à long terme à l'évaluation de l'efficacité des programmes. De plus, les améliorations apportées en 1980 à sa planification ont déjà donné lieu à une meilleure définition du rôle et des responsabilités de chacune des directions générales.

L'allocation des ressources a été réalisée au moyen d'une méthode de budgétisation à base zéro légèrement modifiée, seuls des changements mineurs ayant été apportés au processus et à la présentation des documents. Les plans d'exploitation des directions générales ont été établis à partir des demandes de ressources approuvées, et ils ont à leur tour servi à la vérification et au contrôle de toutes les activités de la Commission. La Commission participe actuellement à un projet-pilote portant sur la réforme du budget des dépenses. Son budget principal des dépenses pour 1982/1983 gardera la présentation habituelle, mais il y sera joint, pour la première fois, un plan des dépenses sous un mode différent. Les processus de gestion de la Commission



1	Travaux publics
1	Statistique
1	Service correctionnel
2	Santé et Bien-être social
1	Ministère des Finances
1	Emploi et Immigration
1	Défense nationale (civils)

### Congés autorisés

Tableau 13

Congés autorisés pour fins d'activités politiques

En vertu des dispositions de l'article 32 de la Loi, tout fonctionnaire désireux de se porter candidat à des élections fédérales, provinciales ou territoriales doit présenter à la Commission une demande de congé sans traitement. La Commission, ayant sollicité l'avis du sous-chef concerné, peut accorder le congé si elle « ... est d'avis que, par rapport à la Fonction publique, l'efficacité de l'employé dans le poste qu'il occupe alors n'aura pas à souffrir du fait qu'il aura été candidat à une élection... »

En 1981, la Commission a été saisie de neuf demandes de congé en vertu de l'article 32 susmentionné, toutes en provenance de fonctionnaires désireux de se porter candidats à des élections provinciales ou territoriales. À l'exception d'une seule, la Commission les a agréées (voir le tableau 13).

En 1981, la Commission a révoqué neuf nominations. Six d'entre elles l'ont été en vertu de l'article 6; dans cinq cas, il s'agit de nominations de personnes de l'extérieur de la Fonction publique. Les trois autres ont été révoquées à la suite de concours restreints en vertu de l'article 21. Aucune nomination ne l'a été en vertu de l'article 41.

**Révocations de nominations**

La Loi prévoit la révocation de nominations dans trois circonstances :

- en vertu de l'article 6, lorsque la nomination est faite par délégation de pouvoirs et que la Commission estime que la personne nommée ne possède pas les qualités requises pour exercer les fonctions du poste ou lorsque la nomination contrevient aux conditions visées par la délégation, la révocation de la nomination d'un fonctionnaire ne peut être faite cependant par la Commission que sur la recommandation à cet effet d'un comité qu'elle a mis sur pied pour enquêter sur la nomination;
- en vertu de l'article 21, lorsqu'un appel interjeté au sujet d'une nomination est accueilli;
- en vertu de l'article 41, lorsqu'il ressort d'une enquête qu'un fonctionnaire a été mêlé à des pratiques frauduleuses.

Tableau 12

Exclusions particulières

Exclusions particulières	Numéro du décret du Conseil Privé	Durée du décret	Nom	Titre	Secrétaire de presse du gouverneur général
548	1981-02-26 / 1982-02-26		Bernard Drablie	Sous-ministre associé des Finances	
775	1981-03-19 / 1982-03-23		Gordon Smith	Secrétaire des ministres	
777	1981-03-25 / 1982-03-25		de Montigny	Sous-secrétaire d'Etat associé aux Affaires extérieures	
952	1981-04-02 / 1982-04-01		Thomas McLeod	Conseiller spécial du ministre des Finances	
1021	1981-04-15 / Date d'entrée en vigueur de la Loi sur la Société canadienne des postes		Michael Warren	Conseiller spécial du ministre des Postes	
1153	1981-04-23 / 1982-04-01		Bernard Ostry	Conseiller spécial du sous-ministre des Communications en matière de culture et de technologie des communications	
1597	1981-05-01 / 1982-05-01		Patrick Reid	Commissaire général de Transpo '86, Vancouver (Colombie-Britannique)	
1817	1981-07-02 / 1982-07-02		Louis Applebaum	Copréfident du Comité d'étude de la politique culturelle fédérale	
1819	1981-07-02 / 1982-07-02		Jacques Hébert	Copréfident du Comité d'étude de la politique culturelle fédérale	
2006	1981-07-16 / 1982-07-15		H.B. Robinson	Conseiller spécial du sous-secrétaire d'Etat aux Affaires extérieures	
2842	1981-10-05 / 1982-10-05		H.B. Robinson	Chet du groupe de cadres chargés des programmes d'orientation et de formation pour la catégorie Gestion	
2329	1981-08-19 / 1982-08-19		F.E. Gibson	Chet du groupe de la planification des mesures transitoires en vue de l'établissement d'une agence de sécurité et de renseignements	
2488	1981-08-07 / 1982-08-07		Paul Labbé	Directeur de l'Office canadien pour un renouveau industriel	
3105	1981-10-16 / 1982-10-16		James C. Corkery	Conseiller auprès du Bureau du Conseil privé	
3395	1981-11-01 / 1982-11-01		Pamela McDougall	Conseillère spéciale auprès du Bureau du Conseil privé	

« Décret du Conseil privé n° 2716 en vigueur à compter du 30 septembre 1981 les articles 10 relatif au mérite et 20 relatif à la Commission a exclu de l'application aux exigences linguistiques certaines personnes qui ne connaissent qu'une seule langue officielle afin de les nommer à des postes bilingues. »

« En outre, le décret n° 2716 abrogeait le règlement sur les nominations relatives aux langues officielles et le Décret approuvant la sous-critique relative aux langues officielles (voir les chapitres 1348 et 1349 respectivement de la Codification des règlements du Canada). »

« Décret du Conseil privé n° 2969 en vigueur du 22 octobre 1981 n° 31 octobre 1983 a Commission a renouvelé les termes du décret n° 1368 du 22 mai 1980. Les titulaires de postes du sous-groupe Agents de garde du groupe Services correctionnels au sein des établissements à sécurité moyenne ont été exclus de nouveau de l'application de l'alinéa 21b) relatif aux postes. Ils avaient été nommés sans concours à leur poste actuel dans des institutions à sécurité maximale, de postes du sous-groupe mais inférieurs d'un niveau. La nouvelle exclusion s'applique également à leurs collègues du même sous-groupe des institutions à sécurité moyenne qui avaient été nommés sans concours à leur poste actuel, de postes du sous-groupe mais supérieurs d'un niveau et dans des établissements à sécurité maximale. »

« Décret du Conseil privé n° 3427 en vigueur à compter du 3 décembre 1981 la Commission a exclu de l'application du paragraphe 12(2) relatif à la discrimination certains postes d'Affaires indiennes et du Nord Canada afin d'en faciliter la dotation des autochtones et de diminuer ainsi les préjudices qu'ils subissent quant à leur emploi à la Fonction publique. »

« Exclusions particulières »

« La Commission a de plus soustrait 15 personnes aux dispositions de la Loi afin de les nommer à des postes de la Fonction publique pour une durée limitée, elle qu'indiquée au décret d'exclusion pertinent (voir le tableau 12). Un décret d'exclusion est abrogé automatiquement à la suite de la nomination de l'intéressé à un autre poste, qu'il relève ou non de la »





Délégation des pouvoirs de dotation

En 1981, la délégation des pouvoirs de dotation a été élargie afin de permettre aux sous-chefs de redéployer les membres de la catégorie Gestion au sein de leur propre ministère. Ces pouvoirs leur donnent toute la latitude voulue pour affecter leur personnel selon les besoins du ministère. Les sous-chefs peuvent donc nommer des employés à des postes de niveau supérieur ou inférieur à ceux qu'ils occupent, pourvu que le niveau de classification des employés reste le même. La Commission continuera d'exercer les pouvoirs de dotation concernant aussi bien les promotions et la mobilité interministérielle que les nominations initiales et le recrutement des membres de la catégorie. Le pouvoir additionnel de redéployer leur équipe de gestion a été accordé à tous les sous-chefs délégués. De plus, leurs collègues dont le ministère n'a reçu aucun pouvoir de dotation se le sont vu offert et l'ont accepté d'emblée (voir le tableau 9).

L'établissement du groupe Gestion supérieure de la catégorie a rendu souhaitable la délégation aux sous-chefs des pouvoirs de dotation pour les niveaux supérieurs des catégories Scientifiques et spécialisées, Administration et service extérieur et Techniciens. Des pouvoirs accrus ont ainsi été offerts aux sous-chefs qui disposaient des ressources nécessaires et dont la dotation était de qualité. Tandis que la plupart des sous-chefs acceptaient la révision proposée, quelques-uns choisissaient de reporter leur décision au début de 1982. La délégation est entrée en vigueur le 31 décembre 1981 dans les ministères figurant au tableau 10.

La mise en œuvre du système-cadre de délégation continue de progresser. Le calendrier est établi pour chaque ministère dont le ou les sous-chefs avaient accepté la délégation des pouvoirs de dotation après une vérification complète de leur dotation et une poscérification des suites données aux recommandations du rapport de vérification. Le tableau 11 présente la liste des ministères où la mise en œuvre s'est effectuée en 1981.

L'instrument de délégation utilisé dans le système-cadre reflète les circonstances propres à chaque ministère. Ainsi, l'instrument précise les pouvoirs de dotation accrus dont a besoin un sous-chef pour résoudre des difficultés particulières à son ministère. Il donne également les objectifs de la délégation, déterminés d'un commun accord par la Commission et le sous-chef. Parmi ces derniers, signalons l'amélioration des pratiques de dotation et l'accroissement des possibilités d'emploi des personnes appartenant aux groupes sous-représentés.

Pour une deuxième année consécutive, Service correctionnel Canada (dont il est fait mention dans le *Rapport annuel 1980* sous son ancienne appellation de Service canadien des pénitenciers) a pu justifier dans son exploitation la nécessité temporelle d'une délégation additionnelle de pouvoirs afin de prononcer dans certains cas des nominations sans concours. La Commission a donc renouvelé ces pouvoirs relativement au sous-groupe Agents de garde pour la période allant du 1<sup>er</sup> novembre 1981 au 31 octobre 1983, date à laquelle le besoin devrait cesser de se faire sentir.

Tableau 9  
Délégation des pouvoirs de dotation relatifs au redéploiement au sein de la catégorie Gestion, en 1981

Bureau du Commissaire à la magistrature fédérale	Bureau du Commissaire aux langues officielles	Commission canadienne des droits de la personne
Commission mixte internationale	Commission sur les pratiques restrictives du commerce	Commission du tarif
Secrétariat des conférences intergouvernementales		Cour suprême

Note : Le paragraphe 6(1) de la Loi sur l'emploi dans la Fonction publique prévoit la délégation aux sous-ministres des pouvoirs en matière de dotation sous réserve du respect des conditions fixées par la Commission.

pour 1981/1982, vu l'amélioration du contrôle de ses dépenses. Cependant, elle les majorera de 11 % en moyenne dès le prochain exercice financier.

### Programme Cours et affectations de perfectionnement

Le programme Cours et affectations de perfectionnement continuera d'être un programme intégré de perfectionnement et de formation destiné à venir en aide aux gestionnaires intermédiaires, ayant manifié le potentiel requis, à accéder à la catégorie Gestion dans l'espace de quelques années.

Selon l'enquête effectuée par l'Etat de la Pennsylvanie des Etats-Unis sur les programmes de perfectionnement dans toute l'Amérique du Nord, celui de la Commission est le plus complet des programmes de ce genre. Depuis sa mise sur pied en 1968, il a eu 1 054 participants des plus prometteurs; de ce nombre, 830 ont suivi le cours et profité de 1 735 affectations en milieu de travail. Environ 65 % des participants ont accédé à un des niveaux de programme à également contribué à l'intégration des groupes sous-représentés.

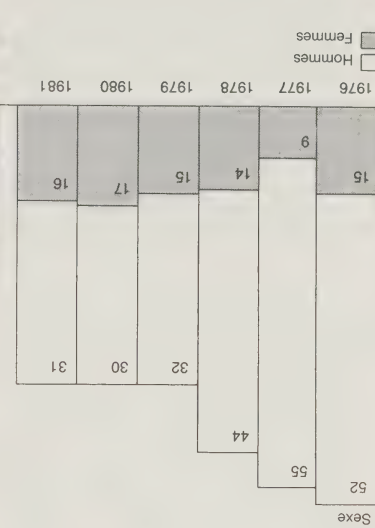
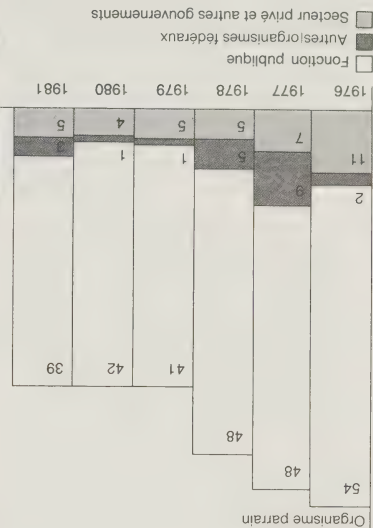
En effet, sur les 336 francophones qui sont devenus cadre de direction en 1981, 56 étaient d'anciens participants au programme, comme l'étaient d'ailleurs 11 des 68 femmes cadres. Au 31 décembre 1981, il comptait 225 participants, dont 47 s'y étaient joints au cours de l'année (voir le graphique 1).

### Programme des stagiaires en administration

L'utilisation du Programme des stagiaires en administration en tant qu'instrument de recrutement et de perfectionnement a suscité, en 1981, un enthousiasme renouvelé chez les gestionnaires ministériels. Après un an de délégation des pouvoirs de dotation aux sous-chefs aux fins de la sélection et des nominations internes à leur ministère de stagiaires en administration, le nombre de ces derniers a connu une hausse importante. En effet, en 1981, un total de 217 stagiaires ont été nommés par rapport à 1980, ou 114 candidats l'avaient été. Du total de 1981, 161 concours ministériels, les proportions de stagiaires et 56 ont été choisis à la suite de concours ministériels, les proportions de stagiaires et de femmes s'établissaient respectivement à 30,9 % et à 52,5 %.

Des 67 francophones et 114 femmes

**Graphique 1**  
Participants au programme  
Cours et affectations de perfectionnement,  
de 1976 à 1981



### Programmes spéciaux de perfectionnement

En 1981, un fonctionnaire fédéral a été admis par l'Ecole nationale d'administration publique du Québec à son programme de maîtrise. En outre, le protocole d'entente de 1976 avec le gouvernement du Québec a rendu possible l'échange de quatre fonctionnaires provinciaux, les recevant tous une affectation d'un an ou deux dans leur organisme d'accueil afin d'élargir leur expérience professionnelle.

Un certain nombre d'étudiants étrangers sont actuellement en stage au Canada. Trois d'entre eux venus de l'Ecole nationale d'administration du gouvernement français ont accepté un certain nombre d'affectations d'une durée totale de trois mois dans les administrations fédérales, provinciales et municipales. Le Canada accueille également trois fonctionnaires du Royaume-Uni sous les auspices du Programme d'échanges Canada — Royaume-Uni. Ils effectueront un stage d'un à deux ans auprès de ministères fédéraux à Ottawa.

■ Francophones  
□ Anglophones

■ Femmes  
□ Hommes

■ Fonction publique  
■ Autres/organismes fédéraux  
■ Secteur privé et autres gouvernements

Note : Les données touchant le groupe linguistique sont établies selon la première langue officielle de l'employé.



La Commission a poursuivi cette année les réformes de la formation et du perfectionnement amorcées en 1980 afin de se conformer à la nouvelle politique sur la formation du Conseil du Trésor du Canada et de rentabiliser ses services (détrayés en grande partie au moyen d'un crédit renouvelable) tout en les offrant au plus bas coût possible.

**Élimination et refonte de cours**

Comme annoncé dans le rapport annuel précédent, la Commission éliminait de son répertoire de cours réguliers à l'été de 1981 ceux visant l'enrichissement personnel des fonctionnaires et ne conservait que ceux reliés directement à leur travail. Les cours éliminés pourront cependant être dispensés sur demande.

Voici pour 1981 la répartition par thème des cours que la Commission a donnés : 2 % en orientation en gestion, 18 % en théorie et pratique de la gestion, 11 % en informatique, 13,5 % en gestion des finances, 2,5 % en gestion du matériel, 21 % en gestion du personnel et 32 % en enrichissement personnel. Il faut noter que les cours d'enrichissement personnel occupent un pourcentage très minime l'année prochaine.

La Commission a intégré en un système unique ses méthodes d'analyse, de conception, de prestation, d'évaluation et de validation de ses cours. L'élaboration des cours est fondée sur une analyse du milieu de travail; les cours retenus ont été remaniés en fonction de compétences à acquérir ou à accroître et de l'augmentation du rendement des employés. Ils sont élaborés et donnés par des spécialistes des domaines couverts et font appel, dans la mesure du possible, à la méthode de l'atelier dirigé qui met à profit les connaissances de chacun.

**Réorganisation**

La Commission a terminé la restructuration, commencée en 1980, de la Direction générale du perfectionnement. Celle-ci compte désormais une direction chargée uniquement de la formation des cadres de direction et de gestion, disposant de toutes les ressources internes nécessaires pour bien jouer son rôle. L'équipe d'enseignement est composée de cadres sous l'égide d'un sous-ministre d'expérience. La Commission a parallèlement regroupé en une seule direction tous les services de formation qu'elle offre aux autres fonctionnaires, de la consultation à l'élaboration et la prestation des cours. Cette direction dessert la Région de la capitale nationale comme les diverses régions administratives du gouvernement.

**Rentabilisation**

Contrairement aux années précédentes, la Commission a réussi à équilibrer le budget de la formation et du perfectionnement. La réorganisation de la direction générale lui a permis d'un côté, d'effectuer des économies d'échelle en salaires et en frais de communication et de location de bureaux. De l'autre côté, le Conseil subventionne maintenant quelques-unes des activités, telles l'élaboration et la prestation de certains cours en français et la vérification de la formation, pour lesquelles la Commission ne peut recouvrer entièrement ses frais. L'équilibre budgétaire ne lui a pas demandé d'augmenter ses frais de cours.

En novembre 1981, un premier programme d'orientation était offert aux cadres de gestion. C'était en quelque sorte le coup d'envoi des programmes destinés à la catégorie Gestion. La Commission prévoit que dès l'année prochaine, plus de 700 cadres de direction et de gestion les auront suivis.

Ils sont demeurés toutefois facultatifs pour les gestionnaires intermédiaires et les superviseurs et le resteront encore en 1982. Ils peuvent être assurés par la Commission ou les ministères eux-mêmes. Ces derniers ont reçu copie de la documentation sur les programmes de la Commission. Elle pourra leur servir dans l'élaboration de leurs propres cours.

En novembre 1981, un premier programme d'orientation était offert aux cadres de gestion. C'était en quelque sorte le coup d'envoi des programmes destinés à la catégorie Gestion, au moment où ils y accèdent ou qu'ils changent de groupe. Les fonctionnaires transposés à la catégorie pourront s'y inscrire au taux annuel de 10 % du personnel cadre de chaque ministère.

Portera.

## Aide spécialisée

Dans le but de répondre toujours plus adéquatement aux besoins des ministères, la Commission a poursuivi ses interventions d'aide spécialisée. Notons en particulier les cours à l'intention d'agents commerciaux d'industrie et Commerce et le cours de perfectionnement à l'intention des agents du service au public des parcs nationaux et des sites historiques d'Environnement Canada.

## Programme régional

La Commission a révisé en 1981 son programme régional de formation linguistique. Cette mise à jour rentabilisera davantage les activités d'enseignement des langues en donnant l'occasion aux organismes qui ne relèvent pas de la Loi de faire appel à la Commission à ce sujet. La Commission a déjà offert des cours à des employés d'Air Canada, de VIA Rail Canada et de la Banque fédérale de développement. Les changements lui permettront de mieux s'adapter aux besoins de ses clients. Elle pourra rejoindre un plus grand nombre de fonctionnaires et leur offrir toute la gamme de ses services, équivalents à ceux de la Région de la capitale nationale. De plus, les fonctionnaires des régions unilingues seront en mesure de continuer leur formation en cours du soir.

La Commission donne ses cours dans six centres régionaux ou par l'entremise d'ententes contractuelles avec des établissements d'enseignement postsecondaire. Elle offre en outre deux programmes d'immersion en français et en anglais à Québec et à Halifax. Ces programmes connus sous les noms de Résibec et Résifax connaissent maintenant un regain de vigueur vu la demande accrue pour ce genre de cours.

- l'engagement du candidat double d'un engagement ministériel,
  - l'alternance de cours en salle de classe et d'affectations en milieu de travail ou la langue seconde domine comme langue d'usage,
  - le plan individuel de formation,
  - l'atteinte d'un niveau de compétence nettement élevé en langue seconde.
- Le programme se situe dans le cadre d'une planification et d'un perfectionnement de la main-d'œuvre plutôt que dans le cadre d'un processus de dotation.

officielles, où pourront s'inscrire annuellement un nombre restreint de fonctionnaires, où pourront s'inscrire annuellement, ou pourront s'inscrire annuellement, des fonctionnaires des intérêts-

Le but en est double : rehausser le niveau linguistique des employés déjà bilingues et augmenter la réserve d'employés bilingues hautement qualifiés au sein de la Fonction publique. On espère ainsi aider les ministères à remplir plus efficacement leurs obligations en matière de langues officielles.

Les caractéristiques essentielles du programme sont les suivantes :

- la participation volontaire des intéressés,

un nombre des inscriptions aux cours continues a diminué, passant de 3 380 en 1980 à 3 017 en 1981; 47 % des inscrits étaient membres des catégories d'agents, soit ensemble la même proportion que l'année dernière (voir le tableau 7). Les inscriptions aux cours autres que continus ont aussi baissé, de 6 684 en 1980 à 775 en 1981 (voir le tableau 8).

**Programme supérieur de formation linguistique**

Dès janvier 1982, la Commission mettra en œuvre, au nom du Conseil, un programme supérieur de formation dans les langues

Tableau 7

Inscriptions aux cours continus de français et d'anglais, 1981

Catégorie professionnelle	Année	Cours d'anglais		Cours de français		Grand total
		précédente	Année courante	précédente	Année courante	
Gestion (groupe EX) <sup>a</sup>	0	0	0	23	39	39
Scientifiques et spécialistes	5	54	59	84	162	305
Administration et service extérieur	42	58	100	242	501	843
Techniciens	27	44	71	90	161	232
Outien administratif	119	146	265	333	432	1 030
Exploitation	42	50	92	39	44	175
Autres <sup>b</sup>	19	53	72	157	164	383
Total	254	405	659	942	1 416	3 017

<sup>a</sup> tient compte que des étudiants inscrits en 1980 qui n'ont pas assujettis à la Loi sur l'emploi dans la Fonction publique.

<sup>b</sup> Les données incluent des SX.

Tableau 8

Inscriptions aux cours autres que continus de français et d'anglais, 1981

Catégorie professionnelle	Année	Cours d'anglais		Cours de français		Grand total
		précédente	Année courante	précédente	Année courante	
Gestion (groupe EX) <sup>a</sup>	0	2	2	46	102	150
Scientifiques et spécialistes	44	57	101	576	1 138	1 239
Administration et service extérieur	74	138	212	713	1 529	1 741
Techniciens	48	91	139	251	186	576
Outien administratif	236	301	537	745	686	1 968
Exploitation	43	34	77	51	26	154
Autres <sup>b</sup>	144	121	265	886	796	1 947
Total	589	744	1 333	3 268	3 174	7 775

<sup>a</sup> tient compte que des étudiants inscrits en 1980 qui n'ont pas assujettis à la Loi sur l'emploi dans la Fonction publique.

<sup>b</sup> Les données incluent des SX.

41,3 % étaient anglophones. De ce nombre, 25,3 % ne satisfaisaient pas aux exigences linguistiques du poste (voir le tableau 6) mais devaient aller en cours de langue, soit 22,21 anglophones et 1256 francophones.

#### Participation des francophones

De 1980 à 1981, le nombre de francophones est passé de 52 798 à 56 044, pour représenter maintenant 26,4 % de l'effectif global de la Fonction publique. Le dernier rapport annuel faisait état de 17 091 employés dont la première langue officielle était inconnue, soit 6,4 % de l'ensemble. Des efforts ont été déployés afin de réduire ce nombre par l'intégration des chiffres concernant la première langue officielle des employés fournis par les divers systèmes de données. C'est ainsi qu'on a diminué le nombre d'inconnus à 5 067, soit 2,4 % de l'effectif de la Fonction publique de 1980. Toujours à l'aide de cette méthode, on a dénombré 3 093 employés dans le même cas en 1981, soit 1,4 % de l'effectif global. Cependant, il est impossible de déterminer si le taux de croissance des francophones est attribuable à une augmentation de leur nombre ou au processus d'extraction des données en tant que tel. Or, comme la même technique a été utilisée pour les deux années, il y a tout lieu de supposer que la proportion

de ses besoins langagiers particuliers. S'y ajoutera des 1982 une identification d'un plan individuel de formation.

**Formation linguistique de base**  
Depuis 1964, la Commission a dispensé des cours de formation linguistique de base aux francophones de la Fonction publique. La formation linguistique a permis de constituer une réserve de fonctionnaires bilingues et d'atténuer les contrecoûts de la politique des langues officielles chez les employés unilingues. Compte tenu de l'objectif des récentes modifications de rentabiliser davantage les efforts considérables consentis en personnes-ressources et en tâches et fonctions qui justifient la désignation bilingue des postes. Depuis 1980, la formation cherchée à satisfaire aux besoins de communication est attribuée à divers milieux de travail des fonctionnaires. Chaque étudiant bénéficie déjà en partie d'un plan individuel de formation. S'y ajoutera des 1982 une identification

de francophones dans la Fonction publique augmentée. À preuve, en 1981, les francophones ont reçu 27,3 % des nominations, comparativement à 24,4 % en 1980. La proportion de francophones de l'extérieur de la Fonction publique qui ont été nommés a également connu une augmentation, passant de 18,8 % à 22,2 %. De plus, la politique d'accès à la formation de base a été modifiée. Un fonctionnaire doit démontrer qu'il possède l'aptitude à réussir dans un temps donné pour être admis à suivre des cours de langue seconde aux frais de l'État et son surveillance doit attester qu'il s'agit bien là d'un investissement fondé et que le fonctionnaire aura l'occasion d'utiliser ses nouvelles connaissances.

Si les cours de formation sont dispensés par les ministères eux-mêmes ou par des écoles des secteurs parapublic et privé pour leur compte, ces derniers pourront mettre sur pied leurs propres mécanismes pour déterminer les aptitudes des candidats. Toutefois, le processus d'orientation de la Commission devient obligatoire pour tout candidat à la formation linguistique suite à une nomination à un poste bilingue, comme il l'est pour tout fonctionnaire désireux de suivre les cours à temps plein de la Commission. Un mécanisme de recours est offert aux fonctionnaires écartés d'un poste bilingue à cause de leur manque d'aptitude. Ces derniers peuvent ainsi passer une seconde entrevue d'évaluation ou voir leur dossier revu entièrement.

Tableau 6

Titulaires de postes bilingues selon qu'ils satisfont ou non aux exigences linguistiques de leur poste au 31 décembre 1981

Catégorie professionnelle	Gestion (groupe EX) <sup>a</sup>		Techniciens		Administration et service extérieur		Soutien administratif		Total <sup>b</sup>	
	Satisfont	N. ont pas à satisfaire <sup>a</sup>	Satisfont	N. ont pas à satisfaire <sup>a</sup>	Satisfont	N. ont pas à satisfaire <sup>a</sup>	Satisfont	N. ont pas à satisfaire <sup>a</sup>	Satisfont	N. ont pas à satisfaire <sup>a</sup>
Scientifiques et spécialistes	183	64,0	24	8,4	79	27,6	286		1 302	5 630
Administration et service extérieur	833	64,0	72	5,5	394	30,3	1 356	24,1	5 630	1 143
Techniciens	4 042	71,8	228	4,0	1 356	24,1	5 630	1 143	5 060	314
Soutien administratif	3 600	71,1	139	2,7	1 309	25,9	5 060	314	13 739	25,3
Total <sup>b</sup>	9 700	70,6	541	3,9	3 477	25,3	13 739			

<sup>a</sup> Dans 21 cas, les documents de nomination ne précisent pas le statut linguistique du candidat nommé. Comprend 4 postes qui n'ont pas encore été classés dans l'une ou l'autre des six catégories professionnelles.

Note : Des titulaires sont autorisés, en vertu d'un décret d'exclusion, à occuper un poste bilingue sans posséder la compétence requise. Certains d'entre eux sont cependant desurés de l'acquisition. Outre ces unilingues, ce groupe comprend des employés en regard des exigences de leur poste.

Source : Approuvements et Services Canada.



## Langues officielles et formation linguistique

En février 1981, le Conseil du Trésor du Canada annonçait des modifications à la politique des langues officielles dans la Fonction publique, qui sont entrées en vigueur le 1<sup>er</sup> octobre suivant. Elles ont pour objet, entre autres :

- de veiller à ce qu'un plus grand nombre de postes où le titulaire doit assurer le service dans les deux langues officielles soient octroyés à des candidats qui satisfont aux exigences linguistiques de ces postes au moment même de la nomination,
- d'accroître l'efficacité et la rentabilité des cours de langue.

La Commission a dû revoir les principes et méthodes régissant la dotation des postes bilingues et les modalités d'accès à la formation linguistique aux frais de l'État afin de doter plus de postes avec des candidats bilingues des leur nomination et de voir à ce que la formation linguistique ne soit dispensée qu'aux personnes en mesure de devenir bilingues dans les délais autorisés.

### Nominations aux postes bilingues

La Loi sur l'emploi dans la Fonction publique attache une importance égale à toutes les compétences des candidats, et partant à leurs compétences linguistiques. En déterminant l'identification linguistique d'un poste (bilingue ou unilingue), aspect qui relève du Conseil, un gestionnaire est obligé de décider si le poste doit être comblé par une personne qui satisfait immédiatement aux exigences linguistiques du poste ou qui aura normalement à faire dans un délai fixé. Dans le premier cas, il exige, comme la Loi le prévoit, que le futur titulaire satisfasse à toutes les exigences du poste, ici le bilinguisme, avant même d'être nommé. Une résolution parlementaire sur les langues officielles venait cependant assurer, en 1973, certains droits aux fonctionnaires unilingues. Conséquemment, la Commission faisait exception à la Loi pour faciliter une bilinguisation progressive de la Fonction publique et permettait aux personnes unilingues d'être nommées à des postes bilingues si elles consentaient à suivre des cours de langue aux frais de l'État. La Commission a pu cependant entreprendre cette année de rétablir l'application intégrale de la Loi, vu qu'avec le temps le bassin de personnes bilingues s'est accru de façon suffisante. Ce rétablissement doit tenir compte toutefois des contraintes de la gestion.

À cet effet, depuis octobre 1981, les postes bilingues laissés vacants par des

En 1980, les nominations pour une durée indéterminée de candidats satisfaisant aux exigences linguistiques avant leur nomination représentaient 6,1 % des nominations pour une telle durée; en 1981, cette proportion a été portée à 17,1 %. Parallèlement, si l'on tient compte en plus des données équivalentes pour les nominations pour une durée déterminée, les proportions seraient de 26 % et 36,9 % respectivement.

### Modifications au décret d'exclusion

Dans le cas des nominations aux postes bilingues où les candidats n'ont pas à satisfaire aux exigences linguistiques dès leur nomination, le Décret d'exclusion sur les langues officielles de 1971 a été révisé en fonction de la nouvelle politique. La raison majeure de cette révision fut les règles d'accès à la formation linguistique. Désormais, les fonctionnaires unilingues pourront continuer de poser leur candidature aux postes bilingues pour lesquels ils n'ont pas à satisfaire immédiatement aux exigences linguistiques : leur nomination dépendra d'un engagement de leur part à suivre un cours de langue pour y satisfaire et ils devront démontrer à la Commission qu'ils ont le potentiel requis pour atteindre le niveau linguistique du poste dans le délai fixé. S'ils échouent en cours de langue, la pratique antérieure vaut toujours, à savoir qu'ils devront accepter une mutation à un poste pour lequel ils sont qualifiés à tous égards. Par ailleurs, la Commission continuera d'exempter certains candidats unilingues de l'obligation de devenir bilingues s'ils ont au moins 55 ans ou pour des raisons de convenance personnelle. Le pourcentage de fonctionnaires exclus de façon permanente a baissé légèrement, passant de 4,8 % à 3,2 % en 1981.

Le décret d'exclusion a permis la nomination de 13 739 candidats, dont





déclarer, avec certaines réserves, le plaigant en bonne santé était fondée sur des renseignements insuffisants et erronés. Un nouvel examen médical allait d'ailleurs permettre de le déclarer en parfaite santé. C'est ainsi que le ministre a consenti à renommer l'intéressé au poste qu'il occupait au moment de son renvoi et à lui verser plein traitement pour la période s'échelonnant entre la date de son renvoi et celle de sa réinstallation.

Après avoir été atteint d'une grave maladie, un fonctionnaire s'est senti obligé de démissionner, son supérieur l'ayant avisé que le ministère ne pouvait lui conserver son poste en raison de la charge de travail. L'employé s'est plaint de n'avoir pas été informé de son droit d'admissibilité aux prestations d'assurance-invalidité et, de ce fait, n'a pas demandé à en recevoir. Le ministère a reconnu avoir manqué à ses obligations à cet égard et a réinstallé le plaigant à un poste de durée indéterminée, après avoir obtenu d'un médecin confirmation que l'employé était en mesure de reprendre le travail.

Instruction d'une plainte a révélé qu'une employée nommée pour une période déterminée n'avait pas été renommée à la fin de cette période, mais qu'elle avait été réemployée par une personne s'inscrivant à un rang inférieur sur une liste d'admissibilité valide. L'enquête a également permis de constater certaines irrégularités dans les pratiques de notation en vigueur à ce bureau local et à fournir une formation appropriée au personnel de gestion concerné.

été conseillée à un ministère de faire preuve d'une plus grande retenue dans ses offres d'emplois, de façon à conserver les ressources humaines. Cette situation a été tenue de nommer la plaigante au poste en question, avec effet rétroactif. Il s'est également engagé à réviser les pratiques de notation en vigueur à ce bureau local et à fournir une formation appropriée au personnel de gestion concerné.

un autre employé muté à un poste pour lequel il existait encore une liste d'admissibilité valide. Le ministère a reconnu que le poste au moyen de la liste d'admissibilité n'offre d'emploi l'engageait à pourvoir à la mutation, plutôt qu'à recourir à une mutation. Le poste analogue a été offert au plaigant, ce qui lui a donné satisfaction.

#### Anti-discrimination

nombre de nouvelles plaintes adressées à la Direction de l'anti-discrimination augmenté de 64 % en 1981 par rapport à l'année, comparativement à 344 en 1980. Des dédommagements de plusieurs milliers de dollars ont ainsi été négociés, les ministères consentant d'embourse la responsabilité financière des plaintes accueillies. On trouvera ci-après l'échantillon des affaires instruites en 1981.

une personne pouvait être nommée à un poste d'homme de métier à la condition de subir un examen médical attestant de sa bonne santé. L'examen ayant été concluant, quoiqu'avec certaines réserves, elle a été nommée au poste en question. Cependant, elle a été renvoyée en cours de stage, sous prétexte que son état de santé, quoique bon, était maligné tout incompatible avec les exigences du poste. L'enquête devait révéler que la décision de

ment, en raison de lésions dans les muscles du cou; sa seule façon de maintenir le contact des yeux était donc de bouger le corps. L'appelant a soutenu que ses contraintes physiques n'auraient pas dû être jugées comme des indices de son incapacité à communiquer. Le président du comité a accueilli l'appel.

### Importantes décisions judiciaires

Les décisions des comités d'appel peuvent être révisées par la Cour d'appel fédérale, à la demande de l'une ou l'autre des parties en cause. Ces révisions ont sur une incidence importante, non seulement sur la conduite des comités d'appel, mais également sur le mandat de la Commission, qui consiste à faire des nominations dans la Fonction publique.

Trois jugements rendus par la cour en 1981 sont résumés ci-dessous. Ils concernent les articles 39 et 41 du *Règlement sur l'emploi dans la Fonction publique*, ayant trait à l'acceptabilité des appels reçus après l'expiration du délai obligatoire de 14 jours. L'importance de ces jugements tient au fait qu'ils viennent atténuer l'interprétation donnée à ces articles par la cour dans l'affaire *France Allard c. la Commission de la Fonction publique et autres*, C.F. A-492-80 (rapport inédit). Dans cette affaire, la cour a maintenu la décision d'un comité d'appel d'accueillir un appel portant sur les résultats d'un concours, en dépit du fait que la notification d'appel avait été reçue après l'expiration du délai de 14 jours prescrit à l'article 41 du *Règlement sur l'emploi dans la Fonction publique*, ayant trait à l'acceptabilité des appels reçus après l'expiration du délai obligatoire de 14 jours. La cour en est venue à la conclusion que les mots de l'article «... doit l'être dans les 14 jours...» imposent une limite inflexible, qu'un document d'appel devrait être reçu à l'intérieur de cette échéance et que la date d'expédition du document n'était d'aucune pertinence.

Ce jugement a eu pour effet de priver de l'exercice du droit d'appel un nombre important d'appelés dont les notifications d'appels avaient été mises à la poste, dans le délai prescrit. Le jugement *Allard* imposait également un fardeau administratif considérable aux bureaux régionaux de la Commission, étant donné que les fonctionnaires habitant dans les régions éloignées devaient désormais leur faire parvenir leurs documents d'appel. Rock Lalancette c. la Commission de la Fonction publique, C.F. A-15-81 (rapport inédit)

Dans cette affaire, l'appelant avait demandé que soit revue la décision d'un

comité d'appel de rejeter son appel parce que la notification avait été reçue après l'expiration du délai prévu à l'article 41 du *Règlement*. La cour a jugé qu'en dépit du fait que le document d'appel n'est pas envoyé par la poste, il est reçu dans le délai prescrit, à défaut de quoi il doit être considéré comme en retard.

*E.H. Hausmann c. Un comité d'appel de la Commission de la Fonction publique*, C.F. A-185-81 (rapport inédit)

Au moment de livrer son jugement dans l'affaire *Lalancette*, la cour a conclu que le comité d'appel avait eu raison de déclarer l'appelant pas compétente pour entendre l'appel, dont le document d'appel avait été reçu après l'expiration du délai prescrit, en dépit du fait qu'il avait été remis à un service de messagerie deux jours avant l'expiration de ce délai.

*B. Healey c. Un comité d'appel de la Commission de la Fonction publique*, C.F. A-356-81 (rapport inédit)

Un ministère avait avisé les candidats non reçus à un concours de leur droit d'interjeter appel de la nomination proposée dans un délai de 18 jours. Un appel fut reçu le 17<sup>e</sup> jour. Le comité d'appel a déclaré n'avoir pas la compétence requise pour juger de l'affaire, compte tenu du fait que l'appel avait été reçu après l'expiration du délai de 14 jours prévu à l'article 41 du *Règlement*.

L'affaire ayant été portée devant la cour, celle-ci a jugé que l'avis de droit d'appel signifié au candidat non reçu n'était pas conforme aux dispositions de l'article 39 du *Règlement*, car il ne faisait pas mention du délai de 14 jours. L'appel ne pouvait donc pas être considéré comme ayant été reçu après l'expiration du délai prescrit.

Deux conclusions se dégagent de ces causes. Premièrement, les personnes qui achèment leur document d'appel par la poste doivent s'assurer qu'il y est déposé dans le délai prescrit, mais si elles l'expédient par d'autres moyens, le document doit être reçu à la Commission dans le délai prescrit. Deuxièmement, c'est à la Commission, ou aux ministères délégués, de veiller au respect des dispositions des articles 39 et 41 du *Règlement*.

### Enquêtes

Le nombre de plaintes présentées à la Direction des enquêtes en 1981 a été supérieur au total de 119 portées l'année précédente. Sur les 857 plaintes reçues, 542 ont donné lieu à une enquête, ce qui représente une augmentation importante par rapport aux 635 plaintes e 428 enquêtes de 1980. Cette augmentation est sans doute largement attribuable au fait que tant les candidats à des concours publics que ceux à des concours restreints sont plus au courant des diverses voies de recours qui s'offrent à eux en vertu de la Loi. Cependant le pourcentage des plaintes qui ont été jugées fondées ou non fondées ou pour lesquelles les parties en sont arrivées à un règlement est demeuré stable pour les deux années, soit respectivement 24 %, 50 % et 26 %.

Les résumés qui suivent présentent un échantillon des cas soumis à enquête en 1981. Ils donnent aussi une idée de l'équilibre qui s'établit entre les droits des employés et ceux de la gestion.

### Autorisations de sécurité

La question de la compétence de la Commission relativement aux appels concernant les autorisations de sécurité a été précisée dans le jugement rendu dans l'affaire *Ronda Lynn Lee c. le Procureur général du Canada et autres* (rapport inédit), le 6 octobre 1981.

Dans un jugement faisant suite à un appel interjeté à propos d'une décision de la Cour d'appel fédérale, la Cour suprême du Canada a maintenu le jugement de cette dernière, qui avait établi que le refus d'accorder une autorisation de sécurité à un employé, le privant ainsi de la possibilité d'obtenir un poste, n'a aucun rapport avec le principe du mérite prescrit dans la Loi sur la Fonction publique, cette décision ne peut pas être accueillie par un comité d'appel.

La décision du comité d'appel ayant d'abord et avant tout été cassée pour des motifs d'excès de compétence, la question des droits des personnes visées par les décisions relatives aux autorisations de sécurité n'avait pas été tranchée. L'appelante, Ronda Lynn Lee, n'avait jamais soupçonné que la Gendarmerie royale du Canada avait refusé un emploi. La Commission d'enquête sur certaines activités de la Gendarmerie royale du Canada a déclaré que l'appelant n'avait pas mentionné ce cas dans son rapport et l'a cité à l'appui de sa recommandation de créer un tribunal d'appel chargé d'entendre les causes relatives aux autorisations de sécurité.

La Loi sur l'emploi dans la Fonction publique prévoit plusieurs voies de recours pour les personnes qui estiment avoir été lésées. Elles peuvent interjeter appel d'une recommandation de renvoi ou de rétrogradation pour raison d'incompétence ou d'incapacité à remplir leurs fonctions. Elles ont le droit d'en appeler des résultats d'un procédé de sélection ou, si cette voie ne leur est pas accessible, de porter plainte à propos d'une activité de dotation. Il leur est également possible de chercher à obtenir réparation parce qu'elles ont été victimes de discrimination fondée sur la race, la couleur de la peau, la religion, l'origine nationale, l'état civil, le sexe ou l'âge. Tous ces recours sont du ressort de la Direction générale des appels et enquêtes qui arrête ses décisions sans intervenir des commissaires de la Fonction publique.

Afin de s'assurer que tous les fonctionnaires connaissent leurs droits, la Commission de la Fonction publique lancée en 1981 un vaste programme d'information sur ces recours, intitulé *Pas d'exception à la règle*. Quelque 300 000 dépliants décrivent les trois services de la direction générale ont été diffusés dans les ministères, ainsi qu'un grand nombre d'affiches en de renseignements reçus jusqu'à maintenant démontrant que le programme répond à un besoin dans la Fonction publique.

Appels

En 1981, le nombre d'appels augmentait de 4 % par rapport à 1980, passant de 3 375 à 3 511, alors que le nombre de procédures de sélection ayant fait l'objet d'un appel passait de 1 780 en 1980 à 1 800 en 1981. Un pourcentage important du nombre d'appels enregistrés pour ces deux années, respectivement 34,6 % et 43,7 %, avait trait à des procédés visant à pourvoir à des postes de la catégorie Administration et service extérieur.

Sur les 3 511 appels interjetés en 1981, 3 398 l'étaient à l'égard de procédés de sélection en vertu de l'article 21 de la Loi et 113, à l'égard de recommandations de renvoi ou de rétrogradation en vertu de l'article 31 de la Loi. Le pourcentage d'appels accueillis dans le premier cas est passé en un an de 19 % à 13,6 %, c'est-à-dire de 617 appels accueillis sur 3 250 interjetés en 1980 à 461 sur 3 398 en 1981.

Le nombre de décisions rendues par les comités d'appel est passé de 1 565 en 1980 à 1 655 en 1981, soit une hausse

de 5,8 %. Sur les 1 655 décisions rendues, 1 131 ou 68,3 % l'ont été dans les 10 jours ouvrables qui ont suivi l'audition de l'appel et il a fallu au Bureau du greffier 22 jours ouvrables en moyenne après la date d'expiration du délai d'appel pour fixer la date de l'audience et ceci en raison du nombre accru d'affaires à traiter.

**Décisions des comités d'appels**

On trouvera dans les paragraphes qui suivent deux résumés de décisions rendues par des comités d'appel en 1981. Le premier concerne les titres et qualités requis pour obtenir une nomination définitive, le second est un appel à la prudence lancé aux jurys de sélection en ce qui concerne l'interprétation du comportement des candidats.

Un appel à propos d'une nomination définitive ayant été accueilli parce que la personne nommée, dont le nom figurait sur la liste d'admissibilité, ne satisfaisait pas aux exigences linguistiques du poste, le ministre a alors proposé de nommer la même personne après avoir ramené les exigences linguistiques du niveau intermédiaire B au niveau inférieur A. Il a soutenu que le poste de niveau trois du groupe Services administratifs, faisant l'objet de la nomination en question, avait récemment été réclassifié et qu'il était devenu un poste de niveau deux exigeant moins de compétences, mais de nommer le candidat suivant sur la liste d'admissibilité.

Les membres du jury de sélection ne devaient pas juger sur leur apparence les candidats à un concours. Dans la cause concernée, l'un des appelants a été jugé moins qualifié que les autres, son évaluation indiquant de faibles aptitudes à la communication. Le jury de sélection a trouvé que qu'il ne savait communiquer ni avec les yeux ni par les gestes, qu'il manquait d'assurance, qu'il hésitait dans ses réponses, qu'il renouait sur sa chaise, qu'il baissait la tête après avoir répondu à certaines questions et qu'il utilisait des expressions comme « je suppose » et « je crois ». Or, l'appelant a pu prouver qu'il souffrait d'arthrite, ce qui l'empêchait de garder longtemps la même posture. En outre, il était incapable de bouger la tête normale-



ministères de tirer profit de la méthodologie de la Commission et à celle-ci de s'adapter à leurs réalités. Finalement, dans d'autres cas, la Commission a utilisé les rapports de vérification des ministères, passant en revue leur méthodologie, leurs observations et leurs recommandations de mesures correctives. Ayant évalué le progrès accompli depuis leur parution, elle a pu juger de reporter la vérification à une date dont ont convenu les parties.

Pour que cette collaboration se développe encore plus, il faudra rendre vraiment compatibles les méthodes de travail puisque les ministères tendent à vérifier la conformité de leurs activités de dotation à la Loi et au *Règlement*, alors que la Commission évalue plutôt leur gestion globale de la dotation. Des progrès tangibles seront aussi réalisés dans la mesure où on aura élaboré et raffiné les instruments et les techniques de vérification. Les forums de discussion tels que le Comité consultatif interministériel pour la vérification interne et le Comité interministériel de la dotation et de l'évaluation de la dotation en personnel joueront de même un rôle constructif dans l'élaboration et la mise en œuvre de programmes de vérification appropriés.

### Intégration des vérifications

Comme mentionné dans son dernier rapport annuel, la Commission a poursuivi cette année, en accord avec le Conseil du Trésor du Canada, l'expérience de la vérification intégrée de la classification et de la dotation par l'implantation d'un programme à cet effet à Emploi et Immigration Canada. L'expérience, une première en son genre, a été bien reçue par le ministère. Elle a démontré qu'il était possible d'en arriver à des conclusions valables, réduisant le nombre des vérifications par les organismes centraux tout en laissant à chacun l'exercice de ses responsabilités. La Commission et le Conseil se proposent de publier conjointement la méthodologie utilisée. Les ministères pourront dès lors l'adapter à leurs besoins propres.

La Commission et le Conseil ont également conjugué leurs efforts pour concevoir des techniques de vérification de l'application de la Loi sur les langues officielles dans la dotation. Une fois mises au point, elles pourront être intégrées au Programme de vérification et d'examen de la dotation.

Il est bon de rappeler que depuis quelques années déjà, la Commission vérifie l'usage fait par les ministères des marchés de services personnels et de services de personnel temporaire, domaines qui ne relèvent pas de ses obligations légales. Elle en fait rapport au Conseil qui voit alors à prendre les mesures nécessaires.

Ces multiples intégrations font partie d'un mouvement d'ensemble pour clarifier les rôles et les responsabilités des intervenants ainsi que pour réduire les écarts des méthodes de vérification et d'évaluation de la gestion des ressources humaines. Il est permis de croire que de cette collaboration entre ministères et organismes centraux, naîtra une vision commune des problèmes à résoudre et des solutions à y apporter.



L'année 1981 a été marquée du signe de la consolidation du Programme de vérification et d'examen de la dotation de son intégration à la structure de délégation des pouvoirs de dotation dont la mise en œuvre a commencé en 1979. Quelque 14 ministères ont vu cette année leurs activités de dotation faire l'objet d'une vérification, la majorité d'entre eux avec reconduction de leur instrument de délégation pour la période prévue de trois ans. La Commission de la Fonction publique a continué d'adapter à leurs besoins les instruments de délégation des ministères. Compte tenu de la qualité de la dotation qu'ils ont effectuée, certains ont vu leur marge de manœuvre accrue concernant par exemple, l'établissement des zones de concours, le recrutement de l'extérieur de la Fonction publique et l'embauche de personnes des groupes qui y sont sous-représentés.

### Certaines constatations typiques

Malgré l'amélioration notable et générale de la qualité de la dotation à la Fonction publique, les vérifications permettent à la Commission de faire cette année sensible-ment le même genre d'observations qu'en 1980 :

- insuffisance, dans plus de 85 % des ministères vérifiés, de la formation en dotation des gestionnaires;
- absence de contrôle des délais de la dotation et d'identification de leurs causes et des solutions à y apporter;
- faiblesse de l'administration et insuffisance de la documentation du procédé des nominations intermédiaires;
- inadéquation, compte tenu d'une application éclairée du principe du mérite, des outils et des techniques de sélection, particulièrement ceux servant à évaluer les qualités personnelles des candidats;
- absence de contrôle ministériel central de l'utilisation des services d'agences de personnel temporaire;
- manque d'intégration de la planification des ressources humaines à la gestion des effectifs;
- recours trop fréquent aux nominations probatoire par exemple, et non comme réponse à un besoin à court terme de personnel, malgré une amélioration appréciable de l'usage de ce genre de nomination.

Toutefois les conclusions favorables de la plupart des rapports de vérification ont amené la Commission à apporter des

changements majeurs aux critères d'établissement des zones de concours et aux pouvoirs de sous-délégation des sous-chefs. Modifications

Lors du renouvellement de la délégation, la Commission a adopté des mesures appropriées et apporté aux ministères concernés l'aide et les conseils requis.

C'est ainsi que la Commission, sur recommandation de son Comité consultatif de la délégation, a délégué à un ministre ses pouvoirs de dotation, à quelques exceptions près, pour une période de trois ans, sous réserve qu'il lui fasse périodiquement rapport du progrès accompli dans l'adoption des changements suggérés suite à la vérification. Preuve de la flexibilité de la méthode améliorée de la vérification de la dotation, un autre ministre sera l'objet d'une deuxième postvérification un an après la première (limitée normalement à une seule six mois après la vérification) et, si le comité juge que le progrès accompli à cette date le justifie, verra ses pouvoirs reconduits pour une période de trois ans. Il se peut également que la Commission reconduise à certaines conditions l'instrument de délégation d'un ministre, bien que la qualité de la dotation de ses unités régionales laisse à désirer. Ainsi, une unité d'un ministre et deux d'un second seront assujetties à une vérification un an après la délégation, alors que l'ensemble du ministère sera dans deux ans.

La Commission cherche ainsi à déléguer ses pouvoirs aux ministères en tenant compte de leur capacité non seulement à les assumer de façon efficace et conforme à la Loi et au Règlement sur l'emploi dans la Fonction publique, mais aussi à utiliser au maximum leurs ressources humaines.

### Participation ministérielle

La participation des ministères à la vérification et à l'examen de la dotation s'est accrue au cours de l'année écoulée. Plusieurs ministères ayant déjà mis sur pied leur propre groupe de vérification, la Commission a commencé d'intégrer leurs activités aux siennes. Certains ministères ont participé directement en détachant un fonctionnaire à l'équipe de vérification de la Commission. D'autres ont préféré que l'équipe de vérification fasse l'analyse des éléments identifiés lors des vérifications ministérielles, les intégrant même à son rapport. Cette collaboration permet aux





conjoints à double carrière. Son centre de documentation fournit des publications au grand public et l'Intention des représentants d'établissements gouvernementaux et privés, mais surtout des élèves et des conseillers d'orientation des écoles secondaires. Grâce à son service de counselling, il aide les femmes qui éprouvent des difficultés sur le plan professionnel ou est à la disposition de celles qui désirent simplement discuter de leur carrière. Chaque année, l'office répond à quelque 1 800 demandes de renseignement et distribue environ 8 000 brochures d'information et importantes qu'il a accomplies, signalons 300 000 articles. Au nombre des tâches importantes de l'examen des normes de sélection et des nouveaux tests psychologiques afin de s'assurer qu'ils ne comportent aucun préjugé sexiste.

De concert avec l'Alliance de la Fonction publique du Canada, l'office a organisé, dans les principaux centres du pays, des conférences à l'intention des représentants patronaux et syndicaux. Ces rencontres, qui ont été couronnées de succès, portaient entre autres sur les rôles respectifs des syndicats et de l'employeur, les mécanismes de recours, le principe du salaire égal pour l'exercice de fonctions équivalentes et le problème du harcèlement sexuel.

## Participation des autochtones

Malgré les efforts déployés ces dernières années pour accroître le nombre d'autochtones à la Fonction publique, il est impos-sible de démontrer l'existence de progrès marqués ou de doubler que le taux de participation demeure minime. Dans leurs rapports provisoires sur la participation des autochtones, les ministères ont révélé un certain nombre de lacunes. Il existe un besoin manifeste de plus grandes possibilités de formation et de perfectionnement professionnelles pour les autochtones dans la Fonction publique, de renseignements plus complets sur le marché du travail, de données sur la disponibilité et les qualités des candidats autochtones éventuels, d'un plus grand nombre d'activités de recrutement d'autochtones ainsi que d'une meilleure information du public à ce sujet.

En dépit de ces lacunes, certains ministères ont accompli au cours de la dernière année des progrès remarquables relativement à la participation des autochtones. L'étude de ces réussites permettra aux gestionnaires de la Fonction publique de prendre les mesures qui leur conviennent

## Orientation des carrières des autochtones

Le Conseil mixte d'orientation, composé de la Commission, du Conseil du Trésor du Canada et d'associations d'autochtones, a recommandé l'établissement d'un programme national de perfectionnement pour les indiens inscrits et non-inscrits, les Métis et les Inuits qui désirent accéder à des postes de gestion dans la Fonction publique. Cette recommandation a reçu l'accord de principe du Conseil des ministres en 1981. Le programme propose de confier aux autochtones des fonctions de superviseur, de gestionnaire intermédiaire et de cadre de gestion grâce à des affectations de perfectionnement, à de la formation en cours d'emploi et à des plans de carrière individualisés. À la fin de l'année, une équipe spéciale mettrait la dernière main à son élaboration avant de le soumettre à l'approbation du gouvernement.

La Commission a fait approuver par le gouverneur en conseil un décret d'exclusion dont l'objet est d'accroître les nominations et le perfectionnement des autochtones d'Affaires indiennes et du Nord Canada. Par cette mesure, le ministère est autorisé à ne recruter et à ne nommer, jusqu'au 31 mars 1986, que des autochtones à un certain nombre de postes de gestionnaire dans le cadre de deux nouveaux programmes ministériels, à savoir le Programme de recrutement et de perfectionnement des indiens et des Inuits et le

## Recrutement d'autochtones

Pour accroître la participation des autoch-

En 1972, la Commission mettrait sur pied le Bureau de recrutement d'autochtones afin de promouvoir l'emploi de ces derniers dans la Fonction publique. Depuis 1980, des coordonnateurs du recrutement des autochtones sont en poste dans tous les bureaux régionaux de la Commission.

Le Bureau de recrutement coordonne les activités visant à accroître le nombre de nominations d'autochtones, jouant un rôle actif, il accorde une grande importance aux programmes de perfectionnement et aux mesures d'encouragement des candidats. Cette nouvelle orientation permet- tra d'assurer aux ministères, les services nécessaires à l'application de leurs programmes de participation des autochtones et aux autochtones qui postulent un emploi de la Fonction publique, un service de toute première qualité.

La Commission de la Fonction publique a informé les ministères participants qu'environ 10 % des postes visés par le Programme d'emplois d'été axés sur la carrière devaient être réservés aux étudiants autochtones. Étant donné que, cette année, ils s'y sont inscrits en nombre plutôt restreint, le programme fait actuellement l'objet d'un examen afin d'établir le type de modifications à lui apporter pour qu'il gagne la faveur d'un plus grand nombre d'étudiants autochtones.

## Programme Carrières Grand Nord

Mis sur pied en 1974, le programme Carrières Grand Nord assure la formation et le perfectionnement aux seuls autochtones qui demeurent au nord du 60<sup>e</sup> parallèle afin d'accroître leur nombre dans les postes de gestionnaire intermédiaire et de cadre de gestion. Le programme est financé par Affaires indiennes et du Nord Canada et administré par la Commission, qui a accepté d'en assurer l'entière responsabilité financière à compter de l'exercice de 1982/1983.

Un comité, composé entre autres de représentants des associations d'autochtones du Nord et de l'Inuit Tapirisait du Canada, a dirigé une évaluation du programme. Il a recommandé principalement que le programme soit maintenu et que le conseil mixte en assure la coordination, que le nombre de ses personnes-années soit porté à 150 sur une période de deux à trois ans, qu'une région de l'Arctique de l'Est soit formée à même celle des Territoires du Nord-Ouest pour en former trois avec celle du Yukon et que le programme soit administré exclusivement par la Commission, plutôt que d'être à la fois par cette dernière et par Affaires indiennes et du Nord Canada. Après avoir approuvé ces recommandations, la Commission et le Conseil du Trésor en étudient actuellement le mode d'implantation le plus souple.

À l'heure actuelle, le programme compte 68 participants et, depuis son installation,

Programme de perfectionnement d'au-

tochtones.



La Commission de la Fonction publique se doit de se montrer sensible à un nombre considérable d'intérêts, que ce soit ceux de la direction ou ceux d'ordre social qui découlent des lois, des politiques gouvernementales, des attitudes du public et de l'évolution de la population active du Canada.

Dans la sélection et la promotion des employés, de nombreux gestionnaires éprouvent de la difficulté à concilier les principes du mérite et de l'égalité des possibilités d'accès. Certains croient qu'assurer l'égalité des chances aux groupes cibles nécessite forcément des entorses aux lois ou des dispositions particulières. D'autres pensent que le principe du mérite représente un obstacle pour les groupes sous-représentés, étant donné l'imposition de certaines exigences minimales d'emploi. Cependant, il importe de savoir qu'une fois qu'on a défini les facteurs constituant le mérite et éliminé les préjugés qui peuvent y être associés, le principe de l'égalité d'accès apparaît comme allant de pair avec le principe du mérite. C'est pourquoi la Commission s'est bien gardée d'appliquer la mesure alléchante et commode d'établir des contingents pour les groupes sous-représentés. Elle privilégie la méthode plus logique d'identifier et d'éliminer les obstacles à une égalité d'accès pour créer à la Fonction publique les conditions assurant à ces groupes un milieu de travail favorable.

À cette fin, la Commission a dressé une liste de mesures permettant d'instaurer un tel milieu dans le cadre des lois et des systèmes de gestion du personnel existants. Cette liste préparée pour un comité directeur de l'action positive est accessible à tous les sous-ministres. Elle énonce 46 mesures axées sur l'accroissement de la représentation des groupes cibles, entre autres la motivation des cadres, la planification des ressources humaines, la description et la dotation des postes, la formation et le perfectionnement ainsi que l'octroi de congés aux employés.

En outre, lorsque la chose s'avère nécessaire, la Commission prend des mesures particulières pour accélérer la nomination de membres qualifiés des groupes sous-représentés. À preuve, la promulgation en 1981 du décret approuvant l'exclusion de certains postes à Affaires indiennes et du Nord Canada, les réservant exclusivement à la formation des autochtones, et l'émission d'un décret d'exclusion, renouvelant celui de 1979, limitant aux femmes le recrutement à des postes précis dans cer-

tains pénitenciers d'hommes. Le texte cités après fait état des programmes d'égalité d'accès mis en place par la Commission en vue d'accroître la représentation des femmes, des autochtones et des Noirs de la Nouvelle-Écosse à la Fonction publique. Les programmes favorisant le recrutement des handicapés sont décrits au chapitre 3, tandis que le chapitre 10 traite des programmes axés sur la participation des francophones.

### Auto-identification

En 1981, les formules de demande d'emploi et de dotation ont été modifiées afin de rendre possible l'identification des handicapés et des autochtones, comme elles permettaient déjà celles des femmes et des francophones. La Loi canadienne sur l'égalité, a pour conséquence que cette identification doit être volontaire.

Les premiers résultats de ces modifications révélèrent que les données recueillies ce jour ne traduisaient pas exactement les efforts déployés pour recruter les membres des groupes cibles. Cet état de choses peut s'expliquer de plusieurs façons : il se peut que certains candidats soient réticents à livrer ces renseignements, d'autres n'en voient peut-être pas l'utilité pour ce qui est de corriger les problèmes à surmonter pour en arriver à une représentation équitable des groupes cibles. Il faut reconnaître, toutefois, au moins que les membres des groupes sous-représentés ne s'identifient eux-mêmes, le gouvernement et la Commission sont tout à fait incapables d'établir l'efficacité des mesures prises à leur endroit.

### Egalité d'accès à l'emploi pour la femme

Dans l'ensemble de la Fonction publique, la participation des femmes enregistrées progresse constamment. En 1981, les femmes représentaient 39,3 % de l'effectif de la Fonction publique, comparativement à 37,8 % en 1980. L'accroissement s'est manifesté dans les catégories d'agent, en effet, sur les 4 723 nouveaux employés, 2 997 étaient des femmes.

Par l'entremise de son Office de la promotion de la femme (O.P.F.), la Commission a continué d'assurer des services d'aide et d'information aux femmes et aux groupes préoccupés par leur avancement. L'office publie un bulletin intitulé *Nouvelles O.P.F.* qui traite de questions telles que les possibilités d'accès à la formation, les femmes et le changement technologique et les





Les évaluations linguistiques ont progressé dans le cas des postes bilingues qui ont demandé des titulaires éventuels qu'ils soient bilingues. En 1980, on a eu 7 270 demandes de postes bilingues, ce qui représente une augmentation de 4,3 % par rapport à l'année précédente. Ce chiffre représente leur nomination. Les évaluations linguistiques ont progressé dans le cas des postes bilingues qui ont demandé des titulaires éventuels qu'ils soient bilingues.

Tableau 3

Évacuation des postes de priorité au 31 décembre 1981

Nombre d'employés	Non disponibles		Total
	Disponibles	Non disponibles	
Ordre de priorité	120	21	141
Postes: retour/remplacement	0	0	0
Personnel de ministre	213	118	331
Employés en disponibilité	35	112	147
Préparation	39	24	63
Préparation	447	122	569
Préparation	71	8	79
Préparation	81	50	131
Préparation linguistique non réussie	24	5	29
Total	1 030	460	1 490

Les postes de priorité n'exerçant pas leur droit.

Tableau 4

Évacuation des postes de priorité, 1980 et 1981

Évacuation		1980		1981	
%		1980		1981	
Catégorie professionnelle		1980		1981	
Fonction (groupe EX)		1 274		1 600	
Scientifiques et spécialistes		21 372		21 689	
Administration et service extérieur		49 058		52 308	
Techniciens		25 737		26 572	
Fonction administrative		65 503		68 123	
Exploitation		45 165		45 171	
Total		208 299		215 643	
%		1980		1981	
N.		1980		1981	
%		1980		1981	

ont exclu du total 38 SX en 1980 et 42 cadres (EX) en 1981.

La Commission des relations de travail dans la Fonction publique a été classée dans l'une ou l'autre des six catégories professionnelles.

Les employés de Postes Canada sont exclus de la comparaison de l'effectif de 1981 (1 600) à celui de 1980 (1 274) il faut tenir compte de l'implantation du groupe EX de la nouvelle catégorie Gestion. Ont été transférées à cette catégorie 246 personnes provenant des niveaux supérieurs de certains groupes professionnels comme des RCM, ES et MA par exemple. Ainsi, le chiffre 1 600 reflète en réalité une augmentation de 80 personnes au groupe EX. Cette augmentation se poursuit entraînant un rajustement périodique des données sur l'effectif.

Source : Système d'information des ressources de gestion (catégorie Gestion) et Approuvements et services Canada (autres catégories).

nouvelle exigence sur les délais d'exécution de la dotation, quoiqu'il soit toujours plus difficile d'y arriver que dans la Région de la capitale nationale.

## Recrutement de diplômés du postsecondaire

En réponse à des exigences formulées par les ministères, la Commission a sollicité la candidature de détenteurs de diplômes universitaires en finances, en administration publique ou des affaires, en commerce, en génie, en science informatique, en bibliéconomie, en économie ou en mathématiques ainsi qu'en statistique (voir le chapitre 4). Parallèlement, on a sollicité la candidature de détenteurs de diplômes de cégeps et de collèges communaux, des techniques informatiques, de l'administration des affaires ou de la comptabilité. La Commission a donc, au cours des deux dernières années, axé ses efforts de recrutement dans les universités, les cégeps et les collèges communaux sur les secteurs techniques et hautement spécialisés.

Le nombre de demandes d'emploi faites par des diplômés d'universités en 1981 s'élevait à 8 083, comparativement à 7 825 en 1980 (ou à 26 093 en 1978, la dernière année avant la réorientation du programme). Au total, 609 diplômés d'université ont été nommés en 1981 au regard de 443 l'année précédente. Les changements les plus importants sont survenus dans les secteurs du service extérieur, de la vérification et de la comptabilité; dans le premier cas, le phénomène est attribuable à une augmentation du nombre d'affectations à l'étranger et dans les deux derniers cas, à la remise en place du Programme de formation des agents généraux de l'impôt de Revenu Canada (Impôt). De tous les diplômés d'universités nommés en 1981, 30,5 % étaient francophones et 36,3 %, des femmes.

De plus, les ministères employeurs principaux suivants : le Secrétariat d'État, Ministères de la Justice Canada, Agriculture Canada, Développement des Assurances Canada, Environnement Canada et la Défense nationale, ont nommé 187 diplômés d'université à des postes en traduction, en droit, en agriculture, en médecine vétérinaire, en actuarial, en météorologie et en défense. De ce nombre, 34,2 % étaient des femmes et 50,8 %, francophones. Il faut préciser qu'un ministère dit employeur principal peut recruter directement de l'extérieur de la Fonction publique dans le cas de certains groupes professionnels précis.

Le nombre d'emplois sollicités par des diplômés de cégeps et de collèges communaux s'est accru de 257, de 1 598 en 1980 à 1 855 en 1981; les nominations, ont diminué. Sur les 225 diplômés de cégeps et de collèges communaux nommés en 1981, 13,3 % étaient francophones et 34,2 %, des femmes.

On a constaté en 1981 une augmentation significative des candidatures aux emplois d'été axés sur la carrière. En effet, le nombre s'étant présentés au Programme d'emplois d'été axés sur la carrière est passé de 24 739 en 1980 à 28 092 en 1981, ce qui représente une augmentation de 13,6 %. Les crédits spéciaux du programme Été Canada ont permis de faire passer le nombre de ces postes de 1 151 en 1980 à 2 966 en 1981. De tous les étudiants nommés l'été dernier, 23,5 % étaient francophones et 42,1 %, des femmes. Cinq cent quarante étudiants ont été embauchés en vertu du Programme d'emploi d'été des étudiants à titre d'agents des douanes de Revenu Canada (Douane et Accise); ce chiffre représente une légère diminution par rapport à l'année dernière, où 549 étudiants avaient été nommés. De tous les étudiants nommés en 1981 dans le cadre de ce programme, 18,9 % étaient francophones et 59,1 %, des femmes.

La Fonction publique a encore employé un grand nombre d'étudiants des programmes coopératifs d'étude et de stage en 1981. Vu l'augmentation du nombre d'étudiants, ce qui représente une augmentation de 33,6 % par rapport à 1980, où 669 étudiants s'étaient ainsi trouvés en emploi. Cette tendance à la hausse devrait se maintenir en 1982, étant donné que les gestionnaires de la Fonction publique constatent de plus en plus les avantages tangibles que représentent ces étudiants lorsque vient le temps de combler des besoins en personnel intermédiaire. En outre, des étudiants peuvent être candidats à des postes à temps plein une fois leur diplôme obtenu.

## Régime d'autorisation en matière de priorités

Au 31 décembre 1981, 1 490 personnes étaient inscrites au Régime d'autorisation en matière de priorités, créé en 1978 afin de permettre le redéploiement rapide des employés touchés par des compressions d'effectifs. De même, quelque 4 400 fonctionnaires ont été nommés en vertu de ce

## Surcharge de travail

(voir le tableau 4).

La Commission a connu cette année une augmentation considérable du volume des services relatifs à la dotation et aux langages officielles qu'offre sa Direction générale de demandes de présentation de candidats à une augmentation de 22 %, passant de 24 703 à 30 046. La direction générale a reçu 19 % plus de demandes d'emploi en 1981 au regard de l'année précédente. Une comparaison statistique permet en effet de constater qu'il y a eu 130 498 candidatures de l'extérieur de la Fonction publique en 1981, au regard de 109 843 en 1980. Dans la même période, le total

Au total, 130 885 numéros d'autorisation de dotation ont été attribués cette année, dont 90 % dans les deux jours suivant la réception de la demande du ministère. Dans les autres cas, les retards ont été dus à l'impossibilité de rencontrer le gestionnaire ou le candidat éventuel dans le délai fixé de 48 heures.

## Activités de dotation

En 1981, il y a eu 115 017 nominations à et au sein de la Fonction publique, par rapport à 101 622 en 1980. On a enregistré 30 062 promotions, à l'exception de celles relatives à la catégorie Gestion, au cours de l'année, au regard de 24 270 en 1980. Il y a eu 5 132 reclassements comme mode de promotion, soit une augmentation par rapport aux 4 106 enregistrés en 1980, il est intéressant de noter que les données de 1981 représentent 17,1 % de toutes les promotions par rapport à 28 % en 1977, avant que ne soit mise en place la nouvelle classification commune de promotions. Les réductions de nominations sont à la hausse de façon marquée, passant de 17 615 en 1980 à 27 007 en 1981. Le nombre de nominations sans concours, y compris celles résultant de reclassements, a diminué de beaucoup, de 38 813 en 1980 à 26 876 en 1981, une baisse de 30,8 %. À la fin de l'année, la Fonction publique comptait 215 643 employés (voir le tableau 4).

Le nombre de bénéficiaires de priorités est passé à 1 501 en 1981 au regard de 1 198 en 1980. Toutefois, le nombre de renominations s'est établi à 1 309 et 974 en 1981 respectivement.

Le régime, qui comprend depuis ses débuts les employés excédentaires ayant accepté d'occuper des postes de niveau inférieur leur niveau de classification (voir le tableau 3).

seront par conséquent plus soumises aux règles et méthodes régissant les autres procédures de sélection. Cette décision a été prise après consultation des ministères et des associations d'employés ainsi que par suite d'une étude de jugements récents de la Cour d'appel fédérale. On estime à 30 000 par année le nombre de cas qui n'exigeront plus l'application des règles de nomination.

Comme l'indiquait le rapport annuel de l'an dernier, la Commission a continué d'offrir aux ministères plus de latitude pour combler leurs besoins en personnel intermédiaire. Travaillant en étroite collaboration avec le Conseil du Trésor du Canada, elle a eu de vastes consultations avec les ministères et agents négociateurs sur cette importante question, au sujet de laquelle des décisions seront prises au début de 1982.

### Délais d'exécution de la dotation

Une deuxième étude d'une série sur les délais d'exécution de la dotation a eu lieu en 1981. Elle comparait les méthodes de dotation en vigueur à la Fonction publique à celles de trois grandes sociétés canadiennes. On a constaté qu'en vertu du processus de sélection en vigueur, il faut à la Fonction publique 34 jours ouvrables de plus que dans ces entreprises pour tenir un concours, phénomène en grande partie attribuable à l'obligation statutaire de publier un avis de concours (20 jours ouvrables) et au droit d'appel accordé aux candidats non reçus (14 jours ouvrables de plus). L'étude a permis de relever certaines façons de réduire les délais d'exécution de la dotation. L'une d'elles consisterait en l'adaptation selon la situation des méthodes exigeant la consultation de méthodes combinant une forme d'avis permanent et l'évaluation continue des postulants, ce qui élimine un certain nombre des étapes que détermine habituellement la réception d'une demande de dotation. Une autre façon de procéder consisterait à accroître l'utilisation de la dotation anticipée.

À peine cette étude était-elle terminée qu'une nouvelle exigence était imposée. En effet, conformément à la révision de la politique sur les langues officielles (voir le chapitre 10), tout candidat à un poste bilingue, dont les exigences linguistiques sont différentes, doit désormais être soumis au préalable à un test d'aptitude à apprendre une seconde langue. La Commission s'efforce actuellement par tous les moyens de réduire au minimum l'effet de cette

Ces dernières années, la Commission de la Fonction publique a fait de la notion de souplesse un des thèmes dominants de la dotation. Elle a constaté que les gestionnaires ont besoin d'une certaine liberté de manœuvre dans l'application quotidienne des règlements pour pouvoir fonctionner efficacement et être tenus responsables de l'application des programmes gouvernementaux. Cette nouvelle approche est apparue comme une nécessité, étant donné que le fait de dépendre exclusivement de règles et de systèmes ne satisfait ni aux intérêts de l'équité ni aux besoins d'efficacité. Pour assouplir son système en fonction des nécessités de la Fonction publique, la Commission a mené une étude sur l'efficacité des méthodes de communication de la politique de dotation aux ministères. L'étude s'accompagnait d'un questionnaire détaillé auquel 90 % des ministères ont répondu et dont on s'employait encore à évaluer les résultats à la fin de l'année.

### Concrétisation

La Commission s'est employée cette année à mieux adapter ses instruments de délégation aux besoins des ministères. Parallèlement, elle a renforcé le rôle d'assistent et de conseiller qu'elle joue auprès d'eux. Toutes les règles ont été examinées : certaines ont été éliminées, d'autres révisées ou devraient l'être dès 1982. Citons un exemple important, celui de la modification apportée à l'article 25 du *Règlement sur l'emploi dans la Fonction publique* de façon à uniformiser à quatre mois la durée des nominations intermédiaires avant qu'elles ne deviennent sujettes à appel et ce, quelle que soit la catégorie professionnelle. Non seulement cette modification accordera-t-elle aux gestionnaires la souplesse voulue pour procéder à des nominations intermédiaires, mais elle leur permettra également d'accorder de telles nominations à plusieurs employés à tour de rôle, de façon qu'ils puissent élargir leur expérience. En 1981, 12 ministères ont reçu de nouveaux instruments de délégation adaptés à leurs besoins propres. Au début de l'année, l'article 3 du *Règlement* a été révisé de manière qu'il ne soit plus nécessaire de préciser le poste ou le titre du fonctionnaire qu'un sous-ministre autorise à exercer les pouvoirs délégués par la Commission.

Les mutations intraministérielles qui consistent en un redéploiement de personnel sans changement dans la classification du poste ni dans les qualités requises du titulaire ou la nature du travail ne seront plus considérées comme des nominations et ne



bles de ces activités. La Commission recueille les formulés d'appréciation de l'information produites par les ministères et en introduit les données dans le système de l'information pour utilisation subséquente lors de la dotation des postes; les niveaux de rendement et les taux de réception des formulaires en sont alors tités et transmis au Conseil du Trésor du Canada, à la suite d'une entente avec ce dernier. Cette façon de faire libère les ministères de l'obligation d'envoyer les appréciations de rendement aux deux organismes centraux comme la pratique le voulait jusqu'ici, tout en favorisant l'échange efficace de renseignements sur les cadres.

## Echanges Canada

En novembre 1980, le gouvernement approuvait officiellement des mesures visant à renforcer le programme Echanges Canada. Désignées sous le nom de *Plans feux sur le secteur privé 1981/1982*, elles avaient pour objet de resserrer les liens entre les secteurs privé et public, grâce à des échanges de personnel cadre. Les directeurs généraux de 87 sociétés canadiennes et les sous-chefs des ministères devaient, d'une part, recenser des employés de calibre supérieur susceptibles d'apporter une importante contribution à l'organisme qui les accueilleraient et, d'autre part, déterminer quelles seraient, au sein de leurs organismes respectifs, les affectations possibles. À l'heure actuelle, 54 entreprises ont manifesté leur intérêt et un certain nombre d'échanges font actuellement l'objet de négociations.

## Affectations internationales

Au cours des dernières années, des efforts méthodiques ont été déployés en vue d'augmenter le taux de participation de Canadiens au sein d'organismes internationaux. Ces efforts sont le fruit de la collaboration de la Commission et d'Aft-faires extérieures Canada. En 1981, 34 Canadiens étaient nommés à des postes de spécialistes dans des organismes inter-

nationaux. De ce nombre, 12 occupaient déjà un poste de direction avant d'être nommés. Quinze autres, dont trois cadres de direction, ont été affectés à des gouvernements étrangers. Des échanges de personnel entre les ministères canadiens et leurs équivalents étrangers ont lieu régulièrement, à la satisfaction des parties.

## Publications et orientation professionnelle

En septembre 1981, la Commission publiait *Le guide de la catégorie Gestion* en consultation avec le Conseil. Il a pour objet de fournir aux cadres les renseignements nécessaires sur les politiques, les programmes et les pratiques de la catégorie. Le guide décrit la composition de la catégorie et donne les critères de classification utilisés pour la conversion des postes. Il répond à bon nombre de questions que se posaient les gestionnaires au sujet de la catégorie. Le guide a été distribué à toutes les personnes inscrites au système d'information.

À la fin de l'année, le Conseil et la Commission avaient presque terminé la rédaction d'un manuel du gestionnaire pour l'administration du personnel. Ils y donnent un aperçu des politiques et pratiques de gestion ainsi que des obligations s'y rapportant. Conçu à l'intention des cadres, le manuel ne prétend pas être l'ouvrage de référence complet dont aurait besoin le spécialiste du personnel. Les sujets varient cependant des relations de travail aux conflits d'intérêts sans oublier l'égalité d'accès à l'emploi.

La Commission assure en outre un service permanent d'orientation professionnelle aux membres de la catégorie. L'orientation porte avant tout sur les possibilités de carrière dans toutes les sphères de la Fonction publique, les affectations et le perfectionnement professionnel, la mobilité interministérielle, les besoins de formation et le rendement à fournir en tant que cadre. En général, ce service se veut une

## Rouages administratifs

Invitation adressée à chaque membre de la catégorie de venir à la Commission discuter de ses plans de carrière au moins une fois tous les trois ans.

Deux comités interministériels ont été mis sur pied pour superviser ce qui touche à la catégorie. Le Comité de coordination de la catégorie de la gestion est formé de représentants des organismes centraux et doit servir de lieu d'échanges réguliers quant à leurs activités. Le Comité interministériel des politiques du personnel relatives à la gestion se compose de membres du comité de coordination et de cadres d'un certain nombre de ministères organiques, tant de la Région de la capitale nationale que des autres régions administratives du gouvernement. Il se réunit deux fois l'année pour examiner les politiques existantes ou les propositions de modifications à y apporter.



La planification des ressources humaines repose avant tout sur une capacité raisonnée de prévoir le taux de roulement des cadres des équipes ministérielles. Pour assurer cette prévision, il y a encore pour souligner l'obligation qui incombe généralement aux cadres de demeurer dans un ministère assez longtemps pour y apporter une contribution valable, la Commission de leur nomination, de s'engager à rester dans l'équipe de gestion de leur nouveau ministère et ce, pour une période de quelques années. Cette pratique a été bien accueillie.

La Commission a en outre continué de travailler à l'élaboration de lignes directrices concernant la participation des groupes sous-représentés, le placement des bénéficiaires de priorités et l'examen de la structure de répartition afin d'assurer plus sensiblement le processus de dotation de la catégorie.

### Délégation

Dans le cadre de la rationalisation de ses activités à la suite de la mise en place de la catégorie, la Commission a décidé d'élargir les pouvoirs de dotation des sous-chefs actuellement autorisés à promouvoir les nominations aux postes de niveau cinq du groupe Administration des programmes et à la plupart des postes de niveaux assimilés. Les sous-chefs exercent désormais la totalité des pouvoirs de dotation pour tous les groupes et niveaux, sauf ceux de la catégorie Gestion. Les postes de niveaux assimilés à ceux des postes de cadre de gestion faisant actuellement l'objet de pouvoirs délégués gardent leur statut, s'ils n'ont pas été intégrés à la catégorie. Par suite de cet élargissement des pouvoirs, environ 98 % des nominations seront prononcées par les ministères, plutôt que par la Commission.

### Système d'information

Instauré en juillet 1981, le Système d'information des ressources de gestion remplace le Permatel et le Système de répartition des ressources de gestion remplaçant les données sur la haute direction. Il renferme des renseignements sur environ 25 000 employés, titulaires de postes de cadre ou de postes de niveau immédiatement inférieur à ces derniers. Dans un avenir rapproché, on y inclura des données sur les candidats à ces postes venant de l'extérieur de la Fonction publique. Le système d'information est utilisé par les services de dotation, de planification des ressources humaines, de consultation et de production de rapports aux responsa-

Au cours de 1981, la mise en place de la catégorie Gestion a fait d'importants progrès. Signations à cet effet l'entrée en vigueur de nouvelles politiques du personnel, l'établissement du groupe Direction, l'approbation d'un décret d'exclusion des membres de la catégorie, la mise en œuvre du Système d'information des ressources de gestion, la distribution aux ministères d'un guide de sélection des membres de la catégorie, la publication d'un guide sur la catégorie en tant que telle, l'introduction des programmes obligatoires d'orientation des cadres (voir le chapitre 1) et les travaux d'élaboration d'un manuel du gestionnaire pour l'administration du personnel. Qui plus est, des mécanismes ont été établis pour coordonner et adapter aux circonstances les efforts des divers organismes chargés de la mise en place de la catégorie. Ces mesures ont permis de préciser les responsabilités des sous-chefs et des ministères ainsi que les rôles et services des organismes centraux dans la gestion du personnel cadre. À la fin de l'année, la formation du groupe Direction était presque chose faite; quant au groupe Gestion supérieure, il était encore dans le remuement des travaux d'intégration. Chaque groupe devrait compter un peu moins de 2 000 membres.

### Décret d'exclusion

Le 7 mai 1981 est entré en vigueur le Décret approuvant l'exclusion des membres de la Catégorie de la gestion, qui autorise la mutation d'un poste à un autre, sans droit d'appel, des membres de cette catégorie pourvu que la classification des cadres ainsi mutés reste la même. Le décret est une mesure administrative utilisée en attendant que soient adoptées les modifications à la Loi sur l'emploi dans la Fonction publique qui autoriseront la mutation à un niveau. Par la suite, les sous-ministres ont été investis du pouvoir de déployer leur propre équipe de cadres en vertu du décret. La Commission s'est toutefois réservée celui d'effectuer les promotions et de décider du déploiement d'un ministre à un autre.

**Planification des ressources humaines**  
La Commission encourage les ministères à élaborer des plans de ressourcement afin d'assurer la relève de leurs équipes de gestion. Grâce à ces plans, ils devraient pouvoir tirer parti de la latitude accrue qui leur est offerte et assurer à la Commission la compréhension dont elle a besoin si elle veut, à titre d'organisme central, faciliter plutôt qu'entraver leur action.



oyennant l'approbation de la Commis-  
n, lorsqu'aucun candidat ne réunit  
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employés spécialisés.

plus, la Commission continue d'embau-  
er des étudiants inscrits à un pro-  
amme coopératif, car elle peut ainsi dis-  
ser des ressources à court terme dans  
rtains domaines où il y a pénurie de  
ersonnel spécialisé, notamment l'infor-  
atique. Les programmes constituent un  
moyen de retenir les services à long  
me des étudiants recrutés; en effet,  
mbre d'entre eux sont nommés pour  
e période indéterminée au terme de  
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onction publique et les maisons d'ensei-  
ement et de faciliter l'intégration des  
udiants au monde du travail.

#### *recrutement à l'étranger*

Commission autorise le recrutement de  
n-Canadiens lorsque les campagnes de  
crutement ne sont pas fructueuses au  
ys. Parmi les secteurs visés, citons ceux  
s infirmiers, des psychiatres, des cher-  
eurs en médecine vétérinaire, des ingé-  
eurs et des physiciens possédant l'expé-  
ence de l'industrie pétrochimique, des  
généralistes en navigabilité des avions et  
s restaurateurs de livres et de docu-  
ents de papier. Le recrutement à l'exté-  
eur du pays deviendra, il est évident, une  
solution de moins en moins possible étant  
onné que pour bon nombre de secteurs,  
ntier.

#### **sommaire**

a planification des ressources humaines  
long terme et le recensement anticipe  
es secteurs touchés sont essentiels au  
gèlement du problème du recrutement qui  
asse d'allieurs de persister étant donné  
ertaines des tendances démographiques  
ctuelles et le déséquilibre de l'expansion  
léti demandera des ministères et des  
rganismes centraux de mettre en  
commun leurs efforts et de faire preuve  
l'imagination.

Le traitement et les avantages sociaux sont également des facteurs à prendre en considération pour justifier la pénurie de maçons, des ajusteurs-monteurs et des soudeurs dans les régions du Nord et de l'Ouest.

Le vieillissement général prévu de la population active laisse supposer également qu'elle aura tendance à devenir moins mobile au cours des 10 prochaines années. Sa répartition selon les groupes d'âge devrait changer de façon marquée. D'ici 1990, on estime que le groupe des 15 à 24 ans, qui représentent 25 % de la population active, verront leur part baisser à 18 %, tandis que celui des 25 à 44, qui en forment 37 %, composeront 44 % de l'ensemble des travailleurs.

**Obstacles à la mobilité**

Les différences de langue et du coût de la vie entre les diverses régions canadiennes nuisent au recrutement dans un large éventail de secteurs professionnels. Par exemple, des francophones du Québec ne quitteront pas facilement leur province pour aller s'installer dans une province anglophone, et des anglophones hésiteront à aller travailler en français au Québec. En fait, les différences linguistiques peuvent accroître la pénurie de main-d'œuvre spécialisée. Pour ce qui est des disparités du coût de la vie, en particulier le prix du logement, elles ont également pour effet de décourager de se réinstaller dans les régions du pays.

**Action de la Commission**

La Commission a dû prendre des mesures généralisées et déployer des efforts soutenus afin de remédier à cette pénurie. C'est ainsi que des renseignements sur les postes dans les domaines pour lesquels il existe une pénurie d'employés sont diffusés à l'intention des candidats possibles dans tout le Canada et, au besoin, à l'étranger. Des programmes de formation ont été mis sur pied et un nouveau service administratif s'est vu confier le mandat de contrôler les pénuries existantes et d'élaborer un plan d'action visant à corriger la situation.

**Réorientation du recrutement**

La Commission a donné en 1977 une nouvelle orientation à ses programmes de recrutement de diplômés du postsecondaire. Le traitement et les avantages sociaux canadiens n'est pas suffisant pour assurer la relève, l'effectif ouvrira d'autant

plus rapidement. Il sera donc de plus en plus difficile d'attirer des tuyauteurs, des maçons, des ajusteurs-monteurs et des soudeurs dans les régions du Nord et de l'Ouest.

Le vieillissement général prévu de la population active laisse supposer également qu'elle aura tendance à devenir moins mobile au cours des 10 prochaines années. Sa répartition selon les groupes d'âge devrait changer de façon marquée. D'ici 1990, on estime que le groupe des 15 à 24 ans, qui représentent 25 % de la population active, verront leur part baisser à 18 %, tandis que celui des 25 à 44, qui en forment 37 %, composeront 44 % de l'ensemble des travailleurs.

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Le vieillissement général prévu de la population active laisse supposer également qu'elle aura tendance à devenir moins mobile au cours des 10 prochaines années. Sa répartition selon les groupes d'âge devrait changer de façon marquée. D'ici 1990, on estime que le groupe des 15 à 24 ans, qui représentent 25 % de la population active, verront leur part baisser à 18 %, tandis que celui des 25 à 44, qui en forment 37 %, composeront 44 % de l'ensemble des travailleurs.

**Obstacles à la mobilité**

Les différences de langue et du coût de la vie entre les diverses régions canadiennes nuisent au recrutement dans un large éventail de secteurs professionnels. Par exemple, des francophones du Québec ne quitteront pas facilement leur province pour aller s'installer dans une province anglophone, et des anglophones hésiteront à aller travailler en français au Québec. En fait, les différences linguistiques peuvent accroître la pénurie de main-d'œuvre spécialisée. Pour ce qui est des disparités du coût de la vie, en particulier le prix du logement, elles ont également pour effet de décourager de se réinstaller dans les régions du pays.

**Action de la Commission**

La Commission a dû prendre des mesures généralisées et déployer des efforts soutenus afin de remédier à cette pénurie. C'est ainsi que des renseignements sur les postes dans les domaines pour lesquels il existe une pénurie d'employés sont diffusés à l'intention des candidats possibles dans tout le Canada et, au besoin, à l'étranger. Des programmes de formation ont été mis sur pied et un nouveau service administratif s'est vu confier le mandat de contrôler les pénuries existantes et d'élaborer un plan d'action visant à corriger la situation.

**Réorientation du recrutement**

La Commission a donné en 1977 une nouvelle orientation à ses programmes de recrutement de diplômés du postsecondaire. Le traitement et les avantages sociaux canadiens n'est pas suffisant pour assurer la relève, l'effectif ouvrira d'autant

Le traitement et les avantages sociaux sont également des facteurs à prendre en considération pour justifier la pénurie de maçons, des ajusteurs-monteurs et des soudeurs dans les régions du Nord et de l'Ouest.



La fonction publique éprouve des difficultés à recruter des personnes qualifiées pour occuper des postes dans bon nombre de domaines. Ce n'est pas la un problème nouveau ou qui lui soit propre. En effet, l'on connaît ce problème dans de nombreux secteurs; pour certains spécialistes, cette pénurie existe même dans le monde entier. Ce qui a changé, c'est l'étendue du problème : celui-ci a toujours été, mais l'on constate que la situation s'aggrave. Les progrès rapides de la technologie, comme en témoigne l'utilisation répandue de l'électronique dans les bureaux, l'expansion économique de certaines régions canadiennes comme en Alberta, et la réalisation de mégaprojets sont parmi les principaux facteurs ayant entraîné la pénurie actuelle de personnel qualifié.

Les ministères signalent des pénuries de compétences dans les divers groupes professionnels. La Commission détermine les besoins futurs en dotation en se fondant sur les analyses contenues dans les rapports des ministères. En dépit de mécanismes de planification des ressources humaines, il est difficile d'évaluer l'importance de la pénurie pour certains groupes. Mais tous les indicateurs confirment l'existence d'une pénurie de personnel spécialisée sur l'ensemble du marché du travail, ce qui a pour effet de rendre de plus en plus difficile la dotation de la Fonction publique.

### Déséquilibre du marché du travail

D'après les rapports ministériels, la demande est forte pour les spécialistes de l'informatique, tels les programmeurs et les analystes fonctionnels, les spécialistes de l'électronique, les ingénieurs, les administrateurs financiers, les vérificateurs et les techniciens. Il est prévu qu'au cours de la décennie, la demande de gestionnaires, de techniciens et d'ouvriers ayant l'expérience de l'industrie du pétrole des provinces de l'Ouest (en particulier l'Alberta) et dans le Nord dépassera l'offre au pays. Selon le rapport *L'évolution du marché du travail dans les années 1980* préparé pour Emploi et Immigration Canada, il pourrait y avoir une pénurie de 1 000 ingénieurs par année jusqu'à 1985. D'ici 1990, la pénurie de spécialistes de l'informatique pourrait correspondre à 40 000 personnes, tandis que le manque d'hommes ou de femmes de métier est censé se chiffrer à 2 000 d'ici 1982. Parmi les autres domaines qui connaissent une pénurie de main-d'oeuvre ou éprouvent des difficultés à recruter certaines compétences :

tences, citons ceux des instructeurs de la marine, des inspecteurs de marine et d'aéronefs, des officiers de navire, des restaurateurs d'oeuvres d'art et des secrétaires bilingues français-anglais. Par contre, ailleurs, l'offre est supérieure à la demande, comme pour les généralistes par exemple. On enregistre également une situation semblable pour ce qui est des biologistes, des chercheurs en sciences pures, des avocats, des éducateurs, des diplômés en arts, en lettres et en sciences sociales ainsi que des ouvriers non spécialisés.

L'accroissement de la demande de certains spécialistes assortie au taux de chômage élevé et l'offre supérieure à la demande pour ce qui est d'autres spécialistes ont eu pour effet de créer un déséquilibre qui devrait persister au-delà de la moitié des années 80. De plus, le déclin prévu dans la croissance de la population active, passant de 2,2 % à 1 % dans les années 80, allié à certaines autres tendances démographiques ne feront qu'accroître la pénurie de main-d'oeuvre spécialisée. Le recrutement et le maintien en service à la Fonction publique de spécialistes seront d'autant plus difficiles en raison des facteurs ci-après qui lui sont propres et des problèmes de recrutement différents selon le groupe professionnel et qui requièrent des solutions particulières.

### Lieu du poste

Les régions du Nord et les établissements correctionnels sont le plus durement touchés par la pénurie de techniciens d'hôpital, d'infirmeries (spécialisées particulièrement en psychiatrie), de médecins (surtout des psychiatres), de dentothérapeutes, des sociologues et de criminologues. Il est également difficile de recruter des ingénieurs pour des postes situés dans le Nord et au fur et à mesure que celui-ci se dévo-loppe, on s'attend à ce que le problème du recrutement et du maintien en poste des employés persiste.

### Traitement et avantages sociaux

Un autre facteur qui influe sur le recrutement d'infirmeries et de psychiatres porte sur les traitements et les avantages sociaux. Les traitements versés aux infirmiers par les gouvernements provinciaux sont souvent supérieurs à ceux des infirmiers de l'administration fédérale. Quant aux psychiatres, leur rétribution est plus élevée dans le secteur privé que public.



Leur rôle est d'assurer la marche de la dotation. Les coordonnateurs peuvent d'ailleurs être tiers tant de la façon dont ils ont joué leur rôle d'agent guidé les candidats.

Grâce à un appareil désigné sous le nom de téléscripteur, les déficients auditifs peuvent avoir accès eux-mêmes à l'information qu'ils désirent au Canada. Un téléscripteur a été installé dans tous les bureaux régionaux et de district de la Commission ainsi qu'à son unité de l'égalité des possibilités d'accès à l'administration centrale. De plus, à l'intention des enseignants sur bande magnétique des renseignements sur les emplois et sur la façon de s'y porter candidat. Les obstacles physiques empêchant l'accès aux immeubles occupés par la Commission ont maintenu, pour la plupart, été éliminés, grâce à la construction de rampes d'accès et à des installations spéciales. Il reste le dernier obstacle que constituent encore certains préjugés de bon nombre de gestionnaires à l'égard des handicapés.

Cependant, il est possible de leur faire changer d'attitude s'ils se rendent compte de la qualité supérieure des handicapés qui se portent candidats. Plusieurs gestionnaires ignorent peut-être que plus de la moitié des handicapés inscrits dans les répertoires de la Commission possèdent un diplôme d'études universitaires ou collégiales en administration, en technologie ou en sciences (voir le tableau 1).

Résultats et perspectives

La Fonction publique enregistre un nombre croissant de nominations de handicapés à tous les niveaux et dans toutes

de classification.

C'est ainsi qu'a été lancé au cours de l'année, le programme d'information des fonctionnaires sur les handicapés. Ce programme vise non pas tant à leur expliquer les besoins et les capacités de ces derniers qu'à leur faire prendre conscience de l'action possible des ministères et à les informer de l'aide que peuvent fournir les organismes centraux. Le programme veut rejoindre les employés de tous les niveaux, des cadres de direction et de gestion jusqu'aux gestionnaires intermédiaires, aux surveillants et aux agents de dotation et

Tableau 1

Il serait prématuré de procéder à une évaluation des mesures prises, d'autant plus, si l'on veut qu'elle soit valable, que l'on ne dispose pas de données assez nombreuses. L'établissement de statistiques sur les handicapés n'a commencé qu'en janvier 1981, mois à partir duquel on a demandé aux postulants s'ils consentaient à indiquer tout handicap qu'ils auraient. Comme dans le cas des membres d'autres groupes sous-représentés, beaucoup de handicapés ont également été nommés à divers postes d'agent, que ce soit comme économiste, chercheur, statisticien, administrateur, programmeur, ingénieur, vétérinaire ou graphiste.

Les catégories professionnelles (voir le tableau 2). Dans la Région de la capitale nationale, 388 handicapés ont été nommés à des postes du soutien en 1981, comparativement à 158 en 1980. Des handicapés ont également été nommés à divers postes d'agent, que ce soit comme économiste, chercheur, statisticien, administrateur, programmeur, ingénieur, vétérinaire ou graphiste.

Seulement alors pourra-t-on décider du bien-fondé de mesures additionnelles ou spéciales et des ressources supplémentaires requises pour venir en aide aux handicapés.

Pour terminer les réformes essentielles, il ne reste plus à venir que des programmes de formation et de perfectionnement pertinents. La Commission et le Conseil étudient ainsi que d'autres pour l'obtention des moyens et des outils nécessaires à la formation et au perfectionnement des fonctionnaires handicapés.

Demandes d'emploi des handicapés inscrits aux répertoires régionaux selon le profil du poste et le niveau d'instruction, décembre 1981

Etudes		supérieures		secondaires		autres		Total	
collégiales	(Cégep) et	supérieures	secondaires	autres	autres	autres	autres	autres	autres
188	335	34	557	98	135	790	257	456	77
Techniques	51	43	4	98	135	790	18	78	39
Sciences	18	78	39	135	790	257	456	77	790

Comprend 48 demandes d'emploi d'étudiants d'université qui n'ont pas obtenu leur diplôme.

Tableau 2

Nominations de handicapés à la Fonction publique, 1981

Personnel		Période déterminée		Période déterminée		Autres lieux de travail		Total	
62	25	53	34	87	460	547	106	441	106
379	81	388	72	460	547	106	441	106	547

Comprend les nominations pour moins de six mois.

## Emploi des handicapés

Dans le monde entier, l'année 1981 a été célébrée comme l'année des handicapés. Pour la première fois, l'attention internationale s'est tournée vers les besoins et les aptitudes des handicapés. Pour la Commission de la Fonction publique, cette année a marqué la poursuite des efforts soutenus déployés depuis près de deux décennies en vue de donner aux Canadiens handicapés pleine égalité d'accès aux emplois de la Fonction publique. La politique de dotation sur les handicapés reconnaît deux x catégories générales de handicapés. Voici les définitions qu'elle en donne :

- les termes « handicapé physique » désignent une personne souffrant d'incapacité permanente qui affecte l'ouïe, la vue, la parole, la dextérité, la motricité ou la coordination à un point tel que la personne atteinte connaît des difficultés beaucoup plus considérables dans la recherche d'un emploi qu'une personne de compétence équivalente ne souffrant d'aucune incapacité;
- les termes « déficit mental » désignent une personne reconnue comme telle par une association pour retardés mentaux, mais qui est capable de très bien s'acquitter de certaines tâches, dans un milieu approprié et sous une surveillance raisonnable.

La possibilité pour les handicapés d'obtenir un emploi est à la fois dans l'intérêt du handicapé et dans l'intérêt de la Fonction publique. Pour le handicapé, comme pour n'importe quelle autre personne d'ailleurs, le travail est synonyme d'indépendance, de respect de soi et de contribution à la société. Pour la Fonction publique, les handicapés représentent des compétences dont il serait possible de tirer profit, des employés éventuels qui continuent pourtant de se heurter à des obstacles dans la recherche d'un emploi. La Commission s'efforce donc d'éliminer ces obstacles en modifiant en conséquence les méthodes de dotation déjà en place. Les procédés de sélection sont conçus de manière à donner aux handicapés des chances égales de faire valoir leurs compétences, dans le respect du principe du mérite.

### Aperçu historique

La Commission s'emploie depuis le milieu des années 60 à accroître le nombre d'employés handicapés à la Fonction publique. Par suite d'un examen initial des politiques et des méthodes de dotation, les mesures ont été prises afin d'éliminer les obstacles à leur emploi que pouvaient constituer certaines d'entre elles.

En 1967 était adopté un décret d'exclusion concernant les arriérés mentaux qui allait permettre de recruter des déficients mentaux pour tout un éventail de postes, tels que ceux de messager, de préposé à l'entretien des immeubles et commis de bibliothèque. En 1970, les installations pour la formation des employés à la Commission ont été rendues accessibles aux fonctionnaires handicapés. Plus tard, la Commission et le ministère de la Main-d'œuvre et de l'immigration (aujourd'hui Emploi et Immigration Canada) commandaient une étude des obstacles au recrutement des handicapés dans la Fonction publique. Le rapport, présenté en août 1977, soulignait l'existence des quatre principaux obstacles suivants :

- les obstacles liés aux procédés de dotation,
- les obstacles physiques empêchant l'accès aux immeubles,
- l'absence d'aides techniques et de modes de transport appropriés,
- les préjugés des gestionnaires.

Sept mois plus tard, le Conseil du Trésor du Canada, après consultation de la Commission, publiait une directive visant à accroître le taux de participation des handicapés dans la Fonction publique. À son tour, la Commission émettait en avril 1980 sa politique de dotation concernant les handicapés et mettait sur pied un service chargé de coordonner, de concert avec le Conseil et les ministères, toutes ses activités dans le domaine.

### Vers une participation accrue

Les mesures prises par la Commission en 1981 ont eu trait à trois aspects particuliers :

- l'accès aux emplois de la Fonction publique,
- l'accès aux renseignements concernant ces emplois,
- l'attitude des gestionnaires.

La Commission se dotait d'un conseiller spécial sur les handicapés, lui confiant le mandat de lui faire des recommandations sur leur emploi et leur perfectionnement professionnel à la Fonction publique. De plus, elle nommait un coordonnateur des services aux handicapés dans chacun des bureaux régionaux. Sa tâche consistait à recruter des candidats qualifiés, à recevoir dans les ministères les emplois pouvant convenir aux handicapés et à préparer main forte aux candidats handicapés et aux gestionnaires aux fins de la bonne

*Àux termes de la Loi sur l'emploi dans la Fonction publique*, la Commission a le pouvoir et la responsabilité de « ... mettre en œuvre des programmes de formation et de perfectionnement du personnel au sein de la Fonction publique et aider les sous-chefs dans la mise en œuvre de semblables programmes... »<sup>1</sup> À la demande du Conseil du Trésor et sur avis du Conseil de formation du personnel, la Commission concevra, élaborera et dispensera des cours et des programmes de formation au nom des deux organismes centraux. Elle fournira aussi aux divers ministères aide et conseils en matière de formation sous forme de services de consultation et, de concert avec des ministères, elle effectuera également sous la direction du conseil de formation, des recherches sur les méthodes de transfert des connaissances et sur la technologie en matière de formation. De plus, la Commission, en vertu des pouvoirs que lui délègue le Conseil du Trésor, vérifiera les activités relatives à la création et gèrera un programme d'accréditation des monteurs et instructeurs ministériels, dans le but de s'assurer de leur compétence quant aux techniques de formation.

*Égalité d'accès : rôle partagé*  
L'employeur a la responsabilité première de fixer les politiques et les objectifs du gouvernement relatifs à la participation des groupes sous-représentés, tandis qu'il incombe à la Commission de veiller à ce que ses politiques de recrutement et de sélection du personnel soient conformes au principe du mérite. Alors que le Conseil se doit de respecter la Loi et le Règlement sur l'emploi dans la Fonction publique, la Commission est tenue d'aider le gouvernement à atteindre les objectifs globaux qu'il a arrêtés quant à l'égalité d'accès.

Le sous-chef est responsable vis-à-vis du Conseil de la réalisation des objectifs fixés en la matière et, à l'égard de la Commission, de l'efficacité des méthodes de recrutement et de sélection utilisées pour atteindre ces objectifs. La Commission doit mettre à la disposition des sous-chefs des mécanismes facilitant leur tâche, en autant qu'ils ne soient pas incompatibles avec le principe du mérite.

## À venir

Ce premier jalon de la répartition des responsabilités entre les deux organismes n'est pas complet. La Commission et le Conseil étudient présentement l'application de ce partage en modifiant tel que nécessaire leur fonctionnement respectif et d'alléger le poids des systèmes imposés dans le but d'éliminer tout doublement d'efforts. Ils toucheront entre autres à la vérification et à la planification des ressources humaines ainsi qu'à tout autre domaine connexe de la gestion du personnel. D'autres étapes devront être franchies. Il reste un travail important à accomplir avant d'atteindre l'objectif final de clarification. Mais déjà, les réformes entreprises favorisent une évolution saine de l'administration du personnel de l'État. La conception pragmatique que l'on en a permet d'aborder l'avenir avec confiance et d'assurer son adaptation graduelle aux changements qui se produisent constamment.



Entente avec le Conseil du Trésor du Canada

Zone de concours : rôle exclusif

Il appartient à la Commission de déterminer, dans les zones de concours, la Fonction publique, les zones de concours. Sa tâche est de veiller à ce que ces zones soient suffisamment étendues pour permettre l'identification d'un nombre raisonnable de candidats qualifiés. À cet effet, elle a déterminé pour chaque groupe professionnel et niveau hiérarchique de la Fonction publique des zones minimales de concours, mais a laissé à la discrétion des gestionnaires le soin de décider, dans le cadre de la législation, s'il y a lieu de les élargir selon le cas.

Ceci n'empêche que l'employeur doit s'intéresser à la politique en matière de zones de concours, et puisse vouloir influencer la formulation, par la Commission, des objectifs de cette politique. Il pourrait ainsi s'intéresser aux domaines suivants : frais de publicité, de déplacement et de réinstallation, préoccupations locales quant à l'emploi, temps nécessaires pour combler une vacance, considérations liées à l'unité nationale.

La Commission croit donc qu'il lui incombe, dans le cadre de la législation, et malgré qu'elle soit l'unique responsable dans ce domaine, de veiller à ce que sa politique en matière de zones de concours soit conforme aux objectifs globaux du gouvernement en matière de gestion des ressources humaines de la Fonction publique.

Formation : rôle délégué

Aux termes de la Loi sur l'administration financière, le Conseil a le pouvoir et la responsabilité de « ... déterminer les besoins quant à la formation et au perfectionnement du personnel dans la fonction publique et fixer les conditions auxquelles cette formation et ce perfectionnement peuvent être assurés... » Il lui incombe donc de formuler et de promouvoir des lignes directrices et des règles touchant l'élaboration des politiques, d'évaluer et de contrôler l'application de ces dernières, et d'approuver, en consultation avec les autres organismes centraux et les ministères, la rentabilité des programmes. Il est en outre tenu de prescrire des normes de formation applicables à l'ensemble de la Fonction publique qui permettront d'atteindre les objectifs visés par les politiques du gouvernement et de fixer le niveau de compétence requis pour chaque groupe professionnel.

Après plusieurs mois de discussions, le Conseil du Trésor du Canada et la Commission de la Fonction publique ont conclu à une entente qui clarifie les responsabilités premières de ces deux organismes centraux en matière de gestion du personnel. L'entente sera suivie d'une définition plus précise de leurs responsabilités respectives, des fondements du partage de compétences et du mode de coordination de leurs politiques et de leurs activités. Il devrait ainsi être possible de déterminer l'imputabilité de l'un ou l'autre des deux organismes. Cette clarification permet de mieux voir le caractère particulier de la Commission et le rôle précis qu'elle doit jouer pour garantir le processus de dotation contre toute influence indue. La nouvelle délimitation tient compte de la réalité de plus en plus complexe de la gestion actuelle.

Types de responsabilités

Cette répartition s'est faite à partir des trois genres de responsabilités suivants :

- responsabilités exclusives, c'est-à-dire celles qu'a la Commission en vertu de la Loi sur l'emploi dans la Fonction publique et celles qu'a le Conseil de par la Loi sur l'administration financière ou la Loi sur les relations de travail dans la Fonction publique;

- responsabilités déléguées, c'est-à-dire celles confiées par le gouverneur en conseil ou le Conseil des ministres, ou encore par le Conseil du Trésor à la Commission et vice versa;

- responsabilités partagées, c'est-à-dire celles que doivent se répartir le Conseil et la Commission, le premier vu son rôle d'employeur et la seconde à cause des pouvoirs exclusifs que lui confère la Loi sur l'emploi dans la Fonction publique.

Cette division admet donc que si chaque organisme s'occupe d'une section qui lui est propre de la gestion du personnel, il n'en reste pas moins que son champ d'action affecte celui de l'autre. Cette interaction a amené la Commission et le Conseil à concevoir leurs politiques et leurs programmes.

Exemples

Pour comprendre le travail de la Commission, il serait bon de voir comment ce qui vient d'être dit se traduit dans la réalité. Trois exemples pourront illustrer les types de responsabilités arrêtés.

La Loi de 1967 sanctionnait la mise sur pied de comités chargés d'entendre les appels interjetés à l'égard des actes de détournement. Bien que ces comités étaient établis par la Commission, leurs décisions étaient cette dernière. Mille neuf cent soixante-et-onze accordait aux appelants fédérale toute décision d'un comité. Ce second droit de recours rendit plus formelle et plus technique la procédure d'appel, et allongea de beaucoup les délais de la dotation. La formation accrue requise des agents d'appel et la compression nécessaire de la procédure par les agents de négociation et les ministères en sont des témoignages éloquents. La charge de commissaire aux langues officielles et l'action de la Commission canadienne des droits de la personne vinrent alourdir encore les processus de dotation. L'existence de ces années renforça aussi le besoin de protection des citoyens. Avec moins d'emplois disponibles, les méthodes d'embauche qui n'avaient jusqu'à lors jamais vraiment été mises en question, étaient désormais vues d'un mauvais oeil.

**Nouvel équilibre**

Il était maintenant clair que la Commission avait le devoir non seulement de protéger les droits des employés mais la responsabilité d'accorder aux gestionnaires la marge de manœuvre requise à une stabilité véritable de leur part et à une administration efficace et efficiente. Un nouvel équilibre devait être atteint. La Commission allait le trouver dans l'assouplissement de ses conditions de délégation.

**Protection des employés**

Confrontée à un nombre sans précédent d'employés déclarés excédentaires ou mis en disponibilité, la Commission a instauré en 1978, avec l'aide du Conseil du Trésor du Canada et des agents de négociation, le Régime d'autorisation en matière de priorités de sorte que préférence soit donnée à ces employés lorsque des postes se libèrent. En même temps, elle établissait de nouvelles règles pour que les personnes cherchant à obtenir les mutations les plus avantageuses soient tenues à concourir contre les personnes aux-elles les postes vides étaient fréquemment destinés. Dans ces cas, il fallait souvent étendre le droit d'appel aux employés locaux pour leur permettre de contester la nomination d'un employé d'une autre région du pays. La troisième initiative consistait à réduire l'occurrence des reclassifications de postes suivies de la promotion sans concours des titulaires. C'est ainsi qu'avec la collaboration du Conseil, on éte resserrées les règles de reclassification et, partant, de promotion. La dé-

## Nouvel équilibre

Engagement envers la gestion

Parallèlement à ces événements qui tendaient à limiter la souplesse du régime de dotation, les pressions se faisaient de plus en plus fortes en faveur d'une réduction des contraintes de cette nature. La *52<sup>e</sup> Session* du *System Review* et l'*Examen du système de dotation en personnel*, de 1974 et 1975, soulignaient la frustration de la gestion devant les exigences administratives de la dotation. En 1978, la Commission prenait l'engagement d'«atténuer la rigueur du régime, de favoriser l'insertion de lignes directrices plutôt que de règles et de reconnaître que la dotation pouvait s'exercer différemment d'un ministère non d'un autre professionnel d'un autre. Cet engagement s'est traduit par les mesures suivantes :

- l'«énoncé de cinq principes devant régir les politiques de dotation (l'équité, l'égalité d'accès à la Fonction publique, la sensibilité de cette dernière aux besoins des Canadiens, l'efficacité et l'efficacite, et le rationalisation du régime sur l'em-  
*ploi dans la Fonction publique* (en 1979 seulement, sept règles ont été supprimées, huit autres remplacées par des moyennes plus appropriées);
- l'offre aux ministères de conditions de délégation adaptées à leurs besoins propres;
- l'accroissement de la responsabilité des gestionnaires à l'égard de la dotation, ce qui expliquait pourquoi la Commission était fortement en faveur de la mise en place de la catégorie Gestion et des objectifs s'y rattachant, tels la formation obligatoire des cadres;
- la réorientation et le renforcement correspondant de la vérification de la dotation, la faisant porter, non plus sur le respect des normes par les ministères, mais sur leur gestion globale de la dotation.

### Concrétisation

En conséquence, la Commission a entrepris de donner aux ministères la marge nécessaire à leur bonne gestion. Le *Per-*  
*matri* a été supprimé et le système qui lui a succédé intègre des données plus complètes et peut être utilisé de concert avec d'autres modes de sélection. Les postes des niveaux les plus élevés au sein des catégories d'administration et service existèrent ainsi que Scientifiques et spécialistes furent soumis au régime de délégation des pouvoirs. L'autorité de pouvoir aux

## Concristisation

postes bilingues avec des candidats déjà bilingues fut également déléguée aux ministères. Une forte proportion de mutations (entre des postes exigeant les mêmes titres et qualités) ne sont plus considérées comme des nominations, et ne sont donc plus soumises aux règles et procédures régissant les autres procédures de sélection. Un nombre accru de ministères ont obtenu le statut d'employeur principal ce qui leur permet de mener des campagnes de recrutement spéciales.

**Défis à venir**

En 1982, il reste peu de possibilités de délégitimation. Il est en effet improbable que le taux de délégitimation, qui se situe actuellement à quelque 98 %, augmente dans un avenir prochain. Plus prometteurs toutefois sont les changements qui seront apportés à la nature même de la délégation. Il a été fait mention plus haut de l'offre de la Commission d'adapter les modalités de délégation à la situation propre des ministères. Les résultats de cette offre relèveront maintes fois depuis 1979, au fur et à mesure que venait le moment de reconclure les accords de délégitimation, furent d'abord décevants. À la fin de l'année, la Commission en était à exercer des pressions sur plusieurs ministères afin de connaître les besoins réels de leurs cadres à l'égard de la délégation et de concevoir ensuite avec eux des instruments de délégation appropriés. La Commission a décidé de procéder de la sorte en novembre dernier et en fera état dans son document de stratégie pour 1982/1987.

Dans les années à venir, la Commission envisage de poursuivre la réforme administrative liée à l'application du principe du mérite, tout en s'efforçant de faire apporter la Loi des modifications qui tiennent compte de la réalité socio-économique actuelle. Les ministères seront ainsi en mesure de se doter d'un personnel capable d'assurer l'efficacité de leurs programmes.

Enfin, la Commission s'estime beaucoup mieux préparée à faire face aux problèmes qui surgiront au cours des prochaines années, vu les assises qu'elle s'est données au fil des ans. Mentionnons, à titre d'exemple, les conditions d'élaboration des politiques de délégation, l'efficacité des méthodes de contrôle et de vérification de l'exercice des pouvoirs délégués, et la disposition à sacrifier une partie considérable d'uniformité dans la dotation au profit de solutions adaptées aux problèmes particuliers des ministères.



## De 1967 à 1981 — la délégation de la dotation

À la suite de l'adoption de la loi sur l'emploi dans la Fonction publique de 1967, la Commission de la Fonction publique s'est vue chargée de la dotation de l'ensemble de la Fonction publique fédérale, ainsi grossie des 40 000 employés aux taux courants de l'époque. Aucun pouvoir de dotation n'était d'office délégué aux ministères<sup>1</sup>, sauf que pour la première fois, une loi en prévoyait la possibilité.

### Renversement de situation

À la fin de 1981<sup>2</sup>, les ministères avaient le pouvoir de procéder à 98 % environ des nominations, toutes sauf celles à la catégorie Gestion ou même là, les sous-ministres étaient habilités à redéployer les membres de leur équipe de gestion. En outre, dès la fin de 1981, la majorité des ministères pouvaient faire directement une partie importante du recrutement de l'extérieur de la Fonction publique au lieu

d'avoir à choisir, selon la méthode habituelle, leurs employés parmi les candidats que leur référent les bureaux de la Commission ou les centres d'emploi du Canada. Ces ministères, dits employeurs principaux, ont le droit d'embaucher du personnel spécialisé qui n'est pas en demande dans l'ensemble de la Fonction publique.

Ce renversement illustre bien la dynamique que les grandes bureaucraties, à savoir la recherche d'un équilibre entre la conformité à l'usage et l'adaptation aux nouvelles réalités, l'alternance de la centralisation et de la décentralisation, le bien-fondé de délimiter les responsabilités d'une première partie lorsqu'elle doit rendre compte de son exercice à une seconde, la nécessité de concevoir des pratiques afin d'inciter les gestionnaires à mieux faire et non en fonction des quelques exceptions qui ne sont pas à la hauteur, et l'importance de mettre en balance les exigences de la gestion et les droits des individus. Rétro-spectivement, on peut dire que la Commission a agi trop vite, à certains moments, et à d'autres, pas assez. À maintes reprises, elle a étudié et examiné ses politiques, ses règlements et toutes questions pertinentes. Selon la conjoncture, des restrictions étaient supprimées et de nouvelles, introduites.

**Évolution progressive**

Dès le début, la délégation a été fondée sur deux considérations : elle devait être quantitative et qualitative. Le degré de délégation à accorder ou à recevoir a été la question première des les années 70, vu le nombre des nominations à prononcer.

Mais par après, l'ordre des considérations changea. Les gestionnaires avaient besoin d'outils pour doter leur ministère du personnel compétent. Bien qu'ils étaient seuls à connaître leur milieu de travail, la Commission savait pertinemment qu'elle ne pouvait leur donner ces moyens qu'un à un, au rythme de leur adaptation au processus de dotation.

Sans expérience aucune, il était difficile pour la Commission de connaître quelles conditions fixer et quelles règles adopter pour entreprendre la délégation des pouvoirs de dotation. Il est facile après coup de dire que les limites à la gestion étaient trop nombreuses et trop strictes, leur incidence n'a pas pu être aussi forte que leur formulation précise, le contrôle de leur respect étant assez rudimentaire.

En raison de l'essor rapide de la Fonction publique au début des années 70, il devint évident que la délégation devait être élargie. La Commission ne pouvait pas s'occuper avec efficacité du volume de travail considérablement accru. Dès 1971, elle avait délégué le pouvoir de faire les nominations au sein de la Fonction publique pour les catégories Exploitation et Soutien administratif ainsi qu'à certains échelons de la catégorie Administration et service extérieur, soit plus des deux tiers de l'ensemble de telles nominations. Cependant, les agents de négociation soulevaient la question d'un affaiblissement sérieux du principe du mérite. Le *Report of Delegation Review Team* (dit rapport Giroux), commandé par la Commission en 1971, évaluait l'état de la délégation et en approuvait la poursuite, mais seulement dans la mesure où les ministères auraient les spécialistes nécessaires et les systèmes de gestion adéquats. Il suggérait aussi à la Commission de vérifier l'exercice par les délégataires de leurs pouvoirs de dotation. La Commission donna suite à ces recommandations.

Quelques années plus tard, la société canadienne commençait à se préoccuper de l'importance de la répartition de la Commission. Avant 1967, la Commission pouvait voir seule au respect des droits des fonctionnaires, mais tel n'était plus le cas.

<sup>1</sup> À noter que dans ce rapport, le terme « ministre » désigne aussi bien un organisme, central ou non, qu'un ministre en tant que tel, sauf où il paraissait essentiel de faire la distinction.

<sup>2</sup> À noter que toutes les données contenues dans ce rapport sont celles de fin d'année, sauf indication contraire.



Nous nous préoccupons aussi d'autres facteurs qui affectent le milieu dans lequel évolue la Fonction publique. Compte tenu de l'état des communications entre l'administration fédérale et le monde des affaires, nous avons parfois l'impression que ces deux mondes prétendent pouvoir vivre en vase clos. Pourtant la nécessité d'échanges et de partages entre les deux est de plus en plus apparente. Le chapitre 4 nous en fournit un bon exemple. Nous ne pourrions parvenir à maintenir nos activités actuelles et à nous développer au même rythme sans le personnel compétent qui nous assiste à la Commission même; nous comptons toujours également sur la collaboration essentielle des agents de négociation, des gestionnaires gouvernementaux et du Conseil du Trésor.

Pour la Commission de la Fonction publique, deux grandes réalisations ont marqué l'année écoulée. La première consiste en une entente à laquelle sont parvenus le Conseil du Trésor du Canada et la Commission, qui définit les grandes responsabilités des deux organismes en matière de gestion du personnel. Elle servira de base à l'établissement, au début de 1982, d'un accord plus précis pour chacun des principaux secteurs de la gestion du personnel (voir le chapitre 2). L'entente devrait permettre d'accélérer la réforme des fonctions de gestion du personnel et, plus particulièrement, d'en consolider et de rationaliser les processus, de façon à faciliter la tâche aux responsables des ressources humaines et de réduire, dans la mesure du possible, le fardeau administratif que les systèmes actuels imposent aux ministères. Chose tout aussi importante, l'entente permet d'oublier, du moins pour l'avenir prévisible, toute restriction en profondeur des mécanismes centraux de gestion du personnel.

La seconde, la mise sur pied de la catégorie Gestion, constitue la pierre d'angle de la réforme administrative en cours. Nous sommes convaincus aujourd'hui, comme nous l'étions dès 1977, que le meilleur moyen, de garantir à la fois un traitement équitable pour chacun des employés de la Fonction publique et une gestion efficace et efficiente de la chose publique, est de miser sur la qualité des gestionnaires. Or la catégorie doit justement permettre d'assurer la plus haute qualité de gestionnaire dans la Fonction publique fédérale. Comme en fait foi le chapitre 5, la mise en œuvre de la catégorie et des politiques et programmes pertinents n'a pu se faire que grâce à une étroite collaboration entre le Conseil et la Commission ainsi qu'à la contribution de nombreux ministères. Si beaucoup a été accompli en 1981, un travail important reste encore à faire en 1982.

L'entrée en vigueur d'une nouvelle charte canadienne des droits et libertés apportera des éléments nouveaux qui ne manquent pas de changer certains aspects de l'environnement dans lequel s'exercent les responsabilités de gestion du personnel dans la Fonction publique. Certains de ces changements soulèveront sans doute des questions au sujet du mandat attribué à la Commission et pourront entraîner des modifications importantes à ses règles-mêmes et à ses politiques. Cette éventualité est à l'étude depuis déjà quelque temps, ce qui devrait nous permettre d'y faire face le moment venu.



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Commissaires

Les trois commissaires, dont le président, sont investis des pouvoirs que la Loi sur l'emploi dans la Fonction publique confère à la Commission. Désignés par le gouverneur en conseil pour une période de dix ans, ils ont tous trois rang de sous-ministre, mais le président est l'administrateur principal de la Commission. Ensemble, ils établissent les politiques conformément à la Loi. Les décisions des commissaires se prennent à la majorité.

Direction des services du secrétaire

Elle assure au nom des commissaires, la planification et la coordination des politiques, la planification en général, répond aux demandes de renseignements des parlementaires et coordonne les activités courantes de la Commission.

Direction générale des programmes de la haute direction

Elle élabore, conformément aux exigences de la Loi et aux politiques de la Commission, les directives et les systèmes en matière de recrutement des candidats aux postes de cadres de haute direction dans la Fonction publique canadienne. Elle s'occupe de planification, de conseil et de planification internationale. Elle assure la planification des ressources humaines aux divers niveaux de la haute gestion et de la haute direction, ainsi que la mise au point de politiques et de systèmes visant à une planification efficace.

Direction générale de la dotation

Conformément aux dispositions de la Loi ainsi qu'aux orientations et aux politiques de la Commission, elle établit les directives et les méthodes de dotation, les normes de sélection et les procédures administratives touchant la dotation de la Commission et des ministères. Elle est responsable du recrutement et de la présentation des candidats de l'extérieur de la Fonction publique, de la dotation des postes qui n'ont pas fait l'objet d'une délégation de pouvoirs et surveille en outre les activités de dotation ministérielles pour s'assurer qu'elles sont conformes aux stipulations de la Loi et du Règlement sur l'emploi dans la Fonction publique. Elle coordonne les aspects de la politique des langues officielles du ressort de la Commission, détermine les normes linguistiques intéressant les postes bilingues et évalue la compétence linguistique des postulants et des titulaires. Elle dirige en outre le programme Cours et affectations de perfectionnement, l'Office de la promotion de la femme, le Bureau de Nord et veille à la planification des ressources humaines.

Direction générale de la vérification

Elle examine périodiquement l'activité de dotation des ministères et des organismes assujettis à la Loi, y compris celle de la Direction générale de la Commission. Elle effectue des études spéciales et des vérifications ponctuelles d'activités de dotation déterminées et recommandées, le cas échéant, des modifications destinées à améliorer l'efficacité du processus de dotation au sein de la Fonction publique.

Direction générale des appels et enquêtes

Elle établit des comités d'appel indépendants pour les cas de violation présumée de la Loi et du Règlement en matière de promotion, de rétrogradation et de licenciement. Les arrêts des comités sont sans appel : ils lient les parties en cause ainsi que la Commission. Seule la Cour d'appel fédérale peut les rescinder. Les enquêtes dans les cas de discrimination présumée dont se plaignent aussi bien des fonctionnaires que des candidats à l'emploi sont aussi du ressort de cette direction générale. Elle assume également le rôle traditionnel d'ombudsman et régle les plaintes des employés qui prétendent avoir été victimes de harcèlement ou de mesures administratives partiales. Elle se penche en outre sur les pratiques présumées douteuses qui lui sont souignées en matière de dotation.

Direction générale du perfectionnement

Elle s'emploie à répondre aux besoins ministériels en élaborant et en dispensant, dans l'ensemble du pays, des cours et des programmes de formation et de perfectionnement intéressant certains secteurs d'activités spécialisées et les divers niveaux de la gestion jusqu'à celui de la haute direction. À cette fin, elle met en œuvre des activités de formation « personnalisées » à séminaires, des cours normaux et des programmes conçus en fonction des besoins précis d'un ou de plusieurs ministères.

Direction générale de la formation linguistique

En réponse aux besoins ministériels, elle assure, dans les locaux de la Commission et dans ceux des ministères, la formation linguistique de base et, à la demande de ces derniers, élabore et dispense des cours spécialisés et de perfectionnement. De plus, elle offre un programme supérieur de formation linguistique. Elle dispense aide et conseils en divers domaines reliés à la formation linguistique : analyse des besoins, élaboration de cours et de programmes destinés à répondre à des besoins précis; évaluation de programmes, testing, orientation des fonctionnaires.

Direction générale des services et systèmes de gestion

Elle est chargée de développer et de coordonner les systèmes de gestion de la Commission en vue d'une administration plus efficace. Elle réunit les directions suivantes : administration, systèmes d'information et de gestion, systèmes et analyses de gestion, finances, affaires publiques, personnel, et vérification interne.



L'honorable Gerald Regan  
Secrétaire d'Etat du Canada  
Chambre des communes  
Ottawa

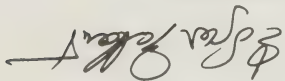
Monsieur le Ministre,

Nous vous prions de bien vouloir déposer  
à la Chambre des communes le rapport  
de 1981 de la Commission de la Fonction  
publique du Canada.

Nous soumettons notre rapport au Parle-  
ment en conformité des dispositions de  
l'article 45 de la Loi sur l'emploi dans la  
Fonction publique du chapitre 71 des Sta-  
tuts du Canada de 1966/1967.

Veuillez agréer, Monsieur le Ministre, l'as-  
surance de notre très haute considération.

Le Président,



Edgar Gallant

La Commissaire,



Anita Szlajak

Le Commissaire,



John Edwards

©Ministre des Approvisionnements et Services Canada 1982  
Numéro de catalogue : SC 1-1981

ISBN 0-662-51827-6

Le chapitre 3 de ce rapport est également  
disponible en braille et sur bande magnétique.









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# Annual Report 1982

Public Service Commission  
of Canada

Commission de la Fonction publique  
du Canada







# Annual Report

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1982

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 Public Service Commission  
of Canada

Commission de la Fonction publique  
du Canada

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## The Public Service Commission

### The Commissioners

The jurisdictional powers of the Public Service Commission rest with the three commissioners: one Chairman and two members. Each of these is appointed by the Governor in Council for a 10-year term and has the status of deputy head. Together, the commissioners set the overall policy for the Commission, in accordance with the *Public Service Employment Act*. The Chairman is chief executive officer, and a majority of commissioners constitutes a quorum.

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### Executive Secretariat

On behalf of the commissioners, it plans and co-ordinates strategy, policy, and on-going activities of the Commission. It answers inquiries from members of Parliament, prepares the Commission's annual report, and performs various statutory functions outlined in the *Act*.

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### Management Category Programs Branch

This branch establishes policies and systems for recruitment and selection of members of the Management Category, in accordance with the *Act* and Commission policy. It performs career and succession planning and staffing for senior management and executive positions, and counsels members of and aspirants to the category. The branch is responsible for the Career Assignment Program and the Interchange Canada and International Assignments Program.

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### Staffing Programs Branch

This branch establishes staffing policies and procedures, selection standards, and administrative procedures for Commission and departmental staffing, in accordance with the *Act* and Commission policy and directives. It recruits and refers candidates from outside the Public Service, performs staffing activities not delegated to departments, and oversees departmental staffing activities to ensure application of the *Act* and the *Public Service Employment Regulations*. The branch co-ordinates those parts of the Official Languages Policy for which the Commission is responsible, sets linguistic standards for bilingual positions, and tests the linguistic competence of candidates and incumbents. Its responsibilities include the Office of Equal Opportunities for Women, the Office of Native Employment, the Northern Careers Program, and certain activities related to human resource planning.

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### Audit Branch

This branch performs cyclical audits of both delegated and non-delegated staffing activities in all departments and agencies governed by the *Public Service Employment Act*, including the Staffing Programs Branch of the Commission. It conducts special studies and project audits on specific aspects of the staffing system, and recommends changes to improve the effectiveness of staffing in the Public Service.

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### **Appeals and Investigations Branch**

This branch establishes independent boards to hear appeals brought by public servants against alleged breaches of the *Act and Regulations*, in such matters as appointment, promotion, demotion, and release. Decisions of appeal boards are final and binding on both the parties and on the Commission, and can be set aside only by the Federal Court of Appeal. The branch investigates complaints alleging discrimination in the Public Service both from employees and applicants for employment, serves as ombudsman in handling complaints from employees alleging harassment or unfair administrative treatment on the job, and investigates complaints of questionable staffing practices brought to its attention by any source.

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### **Staff Development Branch**

This branch provides staff development and training programs to federal departments and agencies, to improve the occupational performance of employees and to assist in implementing Treasury Board training policy and departmental training plans.

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### **Language Training Program Branch**

In response to departmental needs, this branch provides language training to meet job requirements. It develops and gives specialized courses in both official languages, in the National Capital Region and across the country. It also conducts an Advanced Language Training Program. It offers advice and assistance related to language training: analysis of needs, development of courses and programs to meet specific needs, program evaluation, testing, and guidance for public servants.

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### **Corporate Systems and Services Branch**

This branch promotes and co-ordinates departmental management systems through its directorates: administration, information and management systems, corporate systems and analysis, finance, public affairs, personnel, internal audit, and regional systems and services.



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## Introduction

In 1982, the Public Service of Canada was subjected to conflicting challenges and paradoxical demands. The need for severe restraints of expenditure, juxtaposed with demands for more responsive and timely services from government, have pulled the Public Service in opposing directions. But this environment gave added impetus to the fundamental reform of personnel management already underway in the Public Service, the objective of which is to ensure a more efficient use of human resources in the delivery of the programs and services established by Parliament. At the same time, this task was complicated by an increasing number of divergent demands originating from government policies, new legislation and society itself. This may be illustrated in a number of ways.

Through the passage of the *Canadian Charter of Rights and Freedoms*, Parliament has set out basic rights for the Canadian people. Our employment policies and practices must respect and uphold the rights of public service employees and applicants for public service employment, but Parliament and government also expect that staffing actions carried out under the Commission's jurisdiction will actively support efficiency and effectiveness in government services and programs. The procedures we follow to respond to the new legislation must not create further delays in our staffing processes.

Employment programs for under-represented groups illustrate another current complexity. Parliament has enacted legislation which prohibits unwarranted employment discrimination. Redressing historical imbalances has become part of the whole process of providing equality of access. In 1982, programs for under-represented groups were the object of increased public scrutiny. On one hand, pressures developed for more vigorous measures including the use of numerical quotas; on the other hand, the first formal charges of discrimination from those outside the target groups occurred during the year. The participation of under-represented groups continued to make some progress in 1982. The overall representation of women in the Public Service rose from 39.3 per cent to 40.4 per cent and the number of women within the Executive Group grew from 68 to 98 during the year. Although the number of disabled people appointed to the Public Service decreased from 547 in 1981 to 464 in 1982, a larger proportion of these appointments were to permanent positions and to locations outside the National Capital Region.

A further paradox can be found in the question of political rights for public servants. There have been pressing requests to lift the current limitations on the right of public servants to participate in the political process. At the same time, some commentators have implied that the Public Service has become too politicized. This raises the fundamental question of how to maintain the integrity of the Public Service of Canada without unduly depriving its members of some of their rights as private citizens.

In 1982, openings for positions in the Public Service were reduced drastically, but the number of Canadians applying for employment soared. In the National Capital Region alone, over 36 000 people sought entrance to the

Public Service through administrative support positions but only 6 959 such positions were filled by outside applicants. Appointments to the Public Service as a whole decreased from 18 155 in 1981 to 15 538 in 1982, while the number of employees leaving the Public Service fell by nearly 25 per cent, thereby reducing employment opportunities for employees and applicants alike. In fact, the total number of appointments to and within the Public Service declined by 13 per cent.

Recognizing the current climate of restraint and the feeling that the staffing system does not meet the needs of either managers or their employees, the Commission is intensifying its efforts to streamline the process of selection and recruitment through the elimination of overlapping responsibilities and the introduction of simpler, more relevant procedures to ensure appointment on the basis of merit. It has been equally necessary to sensitize managers and personnel specialists to their new and growing responsibilities in this critical area.

In the 1981 annual report we indicated that the roles and responsibilities of the Commission and the Treasury Board of Canada concerning personnel management were being clarified to eliminate much of the confusion which has existed for many managers and employees. Pursuant to the general agreement of 1981, seven specific agreements were finalized in 1982 covering the following areas:

- The Official languages program within the Public Service
- Personnel audit
- Audit of personal service contracts
- Work-force adjustment
- Human resource planning
- Central agency programs of staff training
- Evaluation of staffing policies

In the upcoming year we expect that agreements will also be worked out for the administration of programs for under-represented groups and for the management of the Management Category.

The long-awaited programs of management training for all levels of the Management Category were instituted in 1982, with over 500 persons receiving training (chapter 9). The importance of these programs must be emphasized as a body of skilled, professional executives is essential to the administrative reform currently underway, and managers must be made aware of their expanded responsibilities for personnel and financial administration. The Commission has also consolidated all of its programs directed toward the Management Category into a single branch, the Management Category Programs Branch (chapter 2).

In recent years, the Commission has attempted to put into place policies which give effect to its view of merit as a dynamic concept (chapter 1). We have reviewed the interpretation of merit and provided policy direction to ensure that selection and recruitment activities are consistent with the Commission's opinion of what is in the best interests of the public and the Public Service. Managers and personnel specialists as well as employees and their union representatives must increase their understanding of the discretion for decision-making which is provided for within the merit system. Managers and personnel specialists must learn to make use of that discretion in an appropriate way so as to adapt staffing to the specific context in which it takes place. In the coming year, one of our goals will be to orient managers to this flexibility and to ensure that personnel specialists provide the advice and assistance that managers need in order to respond to the requirements of the Public Service as a whole, their departmental priorities and the interests of individual public servants.

Significant reforms have been made to the staffing system (chapters 3 and 5). In support of this process, we have continued to stress the importance of departmental management involvement. In 1982, Public Works Canada agreed to implement the concept of a departmental approach to staffing and career management. Within the scope provided by Commission policies and regulations, that department has developed its own departmental staffing philosophy and principles as well as operational initiatives which meet its specific needs. This project heralds the introduction of a comprehensive departmentally-based system of human resource management and planning which will give departmental managers the greatest possible flexibility available under the *Public Service Employment Act*.

It is a tribute to the competence, adaptability and sense of duty of public servants that the Public Service has been able to respond so well to the evolution of values in Canadian society and to the new demands placed on it by Parliament and the government. That the Public Service has maintained a high quality of service as the pendulum has swung from massive growth in the early seventies to severe restraint in the early eighties reflects very positively on the improvements made to the systems of personnel management.

As this report goes to press, one of the three commissioner positions remains vacant. In 1982, John Edwards and Anita Szlazak moved on to new challenges and new responsibilities. Their period of service, from 1976 to 1982, coincided with a period of significant challenges affecting personnel administration within the Public Service and their contributions are gratefully acknowledged. Finally, we wish to pay tribute to the dedication and support of the staff of the Commission, and to express our thanks and appreciation for the assistance and co-operation received from members of Parliament, the Treasury Board of Canada officials, departmental managers and representatives of public service unions.

# The Merit Principle

## 1 A Dynamic Concept

The merit principle has been the cornerstone of staffing in the Public Service of Canada for almost seventy-five years, since 1908 in fact when Parliament adopted the *Civil Service Act* effectively ending political favouritism in hiring. Since then, the merit principle and the employment policies and procedures that ensure its application have guaranteed both the impartiality of the Public Service and the competence of its employees. In practice, the merit system of staffing continues to provide equality of access to public service employment and enables departments and agencies to obtain qualified staff to implement the programs established by Parliament and the government to meet the needs of the Canadian people.

In recent years, the interpretation and application of merit have given rise to a number of pertinent questions. Is it possible to apply the merit principle fully without seriously reducing efficiency and effectiveness? Are programs established to promote the participation of various groups in the Public Service a threat to merit? Are such measures as revision of the selection standards and use of special selection and assessment tools disguised forms of discrimination?

Any discussion of these issues is further complicated by the fact that merit itself means different things to different people. For some, merit requires that the best qualified persons available in the country be appointed to vacant positions and therefore that all competitions be open to all possible candidates. Others see in this principle a safeguard against discrimination and a promise that the various groups in Canadian society can achieve equitable participation in the Public Service. Finally, some believe that only the abilities and professional qualifications of candidates should be considered while others think that the needs of management and the concerns of the public cannot be overlooked. Obviously, some light needs to be shed on this matter.

### Interpreting the Merit Principle

Canadian society and the government of Canada have evolved significantly since 1908 as has the Public Service that exists to serve them. The Public Service has played an ever more prominent role in the economic and social affairs of the nation as government programs and services have expanded. In turn, this evolution requires that managerial efficiency and effectiveness be constantly improved. The Public Service has also become more aware of the diversity of Canadian society and of the demands of its various groups. Given these changes, it is essential that the ways in which merit is interpreted and applied be continually reviewed to ensure that the expectations and needs of the government, Parliament and the Canadian people as well as the needs of the Public Service are met.

### Provisions of the Act

The dynamic nature of the merit principle is reflected in the *Public Service Employment Act* of 1967 which gives the Commission the discretion required to ensure that staffing actions are carried out in a manner consistent with the best interests of the Public Service.

- The Act authorizes the Commission to determine what constitutes selection according to merit. It is worth noting that Parliament has not defined the merit principle thereby leaving both its interpretation and application to the Commission.
- The Act establishes some basic rules to be followed in staffing the Public Service. It provides for appointments on the basis of open competitions (open to non-public servants as well as employees), closed competitions (open only to public service employees) and other competitive processes (such as inventory searches). It also allows appointments to be made without competition and even provides for the possibility of appointments under exclusion approval orders which enable the Commission, with the approval of the Governor in Council, to exclude persons or positions in whole or in part from the operation of the Act where exclusion will ensure a selection in the best interests of the Public Service.
- The Act enables the Commission to delegate staffing authority to departments and agencies of the Public Service. Through delegation, the Commission has been able to entrust departments with a major role in recruitment, selection and appointment. It has itself concentrated on policy development and the provision of guidance to departments. For several years, the Commission has focused its efforts on forecasting needs of the Public Service, assessing trends in Canadian society and updating the rules by which the merit principle is interpreted and applied to reflect those trends and needs.

### The Public Interest

In carrying out its responsibility to interpret and apply the merit principle, the Commission believes that it cannot consider the best interests of the Public Service apart from the public interest. The Public Service exists to serve the public. Therefore, the public interest is paramount transcending the interests of the government, political parties, management and public servants.

The public interest requires that merit be interpreted in relation to four factors.

- **Efficiency and Effectiveness**  
Employment policies and practices must enable managers to ensure that programs and services for which they are responsible achieve the intended results at the least possible cost to taxpayers.
- **Sensitivity and Responsiveness**  
Public servants must possess the background, knowledge and experience necessary to achieve a good understanding of the interests of the various groups they serve.



- **Equality of Access**

Candidates for positions in the Public Service must be protected from unwarranted discrimination and equal opportunity for all must be ensured.

- **Equity**

Every employee and every person seeking employment in the Public Service must be treated justly and impartially.

For merit to be upheld, what must be achieved is a balance among these four factors based on rational adjustments which reflect the changes that occur in the needs of the Public Service and in the expectations of the Canadian people as expressed through Parliament and the government. In other words, no single factor of merit can be overlooked or compromised in favour of another; the general equilibrium must be preserved. At the same time, candidates' qualifications must be assessed objectively against the requirements of the job to be performed. If these conditions are met, merit will be able to respond to the values and expectations of different groups within Canadian society and special circumstances that may affect all or part of the Public Service.

## **Applying the Merit Principle**

### **Efficiency and Effectiveness**

The merit principle was established to ensure that qualified people are appointed to the Public Service. From this point of view, the merit principle makes good management sense. Nevertheless, in some situations, different factors of merit may conflict. To ensure full equality of access and recruit the best possible candidates, it could be argued that all competitions whether for managers, professionals, secretaries, or messengers should be open to persons across the country. Because of the resulting costs and delays no one would seriously consider applying this interpretation of merit.

The merit principle is not an absolute concept; it must be applied reasonably and realistically. In recruiting candidates the availability of qualified people and the advantages of expanding or restricting the area of competition must be taken into account. According to the *Public Service Employment Act*, consideration must also be given to the career aspirations of public servants. Thus appointments must be made from within the Public Service unless the Commission is of the opinion that such a restriction would not be in the best interests of the Public Service.

Some managers insist that the merit system, with its policies, regulations, practices and procedures ties their hands and hinders their efforts to ensure the efficiency and effectiveness of government programs and services. In response to this basic concern, the Commission has since 1980 conducted several studies of the staffing process. As a result, certain nonessential steps have been identified and eliminated and procedures have been revised to streamline the recruitment, selection and appointment processes (chapter 3).

Furthermore, about ninety-eight per cent of staffing has been delegated to departments and delegation can be tailored to specific departmental needs. The plan developed to improve delegated staffing in Public Works Canada, described in chapter 5, marks the beginning of a new era in staffing the Public Service, one in which departments are granted the flexibility they need to manage staffing efficiently and effectively.

Departments must not only be able to recruit qualified employees in a reasonable time and at reasonable cost, they must also be able to make maximum use of the talents and knowledge of their employees once they have joined the Public Service. With this purpose in mind, the Commission has issued an exclusion approval order to allow movement of Management Category personnel from one position to another as long as their classification remains unchanged. As a result, deputy heads are able to assign the members of their management team according to the specific needs of their departments and the special skills of their senior personnel.

### **Under-Represented Groups**

The Commission has established or encouraged the development of a number of programs in recent years to ensure the equitable participation of the various groups within Canadian society in the Public Service. These programs are designed to increase employment and career development opportunities for women, indigenous people and disabled people.

It is sometimes maintained that these programs are not moving fast enough and radical means of ensuring equitable participation have been proposed such as employment quotas or general preferences for members of under-represented groups. The Commission rejects these approaches because they would establish two classes of public servants: those who got their jobs on merit and those who got their jobs by being members of an under-represented group. Such a division in the ranks of the Public Service would be detrimental, reducing employee motivation and performance at a time when every effort is being made to increase productivity in the Public Service.

On the other hand, some believe that equal opportunity programs not only run counter to the *Public Service Employment Act* and the merit principle, but also are detrimental to the efficiency and effectiveness of the Public Service. Such persons do not fully understand that these programs were established to identify and eliminate obstacles that unduly restrict access to positions in the Public Service for certain groups of society and limit their opportunities for advancement. These obstacles, by depriving the Public Service of the talents and abilities of members of these groups, detract from the responsiveness of the Public Service and the effectiveness of government programs and services.

To ensure effective equality of opportunity, the Commission has implemented special measures including campaigns to recruit women and francophones, inventories containing information on members of under-represented groups who are qualified for positions in specific fields, and special training programs such as the Northern Careers Program for indigenous people. The Commission has gone much further. Exclusion orders have been approved to allow mentally retarded people to be appointed to the Public Service without competition and to enable the Commission to conduct short-term experiments in nontraditional areas, such as hiring women as guards in men's penitentiaries and conducting a training program for indigenous people at the senior management level in Indian and Northern Affairs Canada. As well, the Commission supports the Treasury Board requirement that departments set realistic objectives for increasing the participation of these groups and promotes programs that encourage managers to assume their responsibility in this area.

### Selection Tools

The revision of selection tools—selection standards and assessment methods—is often linked with the promotion of equal opportunity but their real purpose is to foster the objective assessment of candidates against specific job requirements. Selection tools have evolved to reflect social trends and to meet the need for greater efficiency and effectiveness in public service management. For example, the Commission recognizes that candidates with part-time or volunteer work experience may have acquired potentially valuable experience in terms of personal suitability, knowledge attained and skills and abilities developed.

The Commission insists that managers and selection boards decide carefully what qualifications in terms of knowledge, experience, performance and responsiveness to clients are actually needed to do a job, then screen and evaluate candidates on the basis of these qualifications. In addition, the Commission provides for the use of special assessment methods for those candidates who would not otherwise be able to demonstrate their qualifications.

Further work is still necessary to improve the evaluation of candidates' qualifications. Assessment methods should be diversified and less reliance placed on the interview. However, significant progress has been made in evaluating candidates against genuine job requirements through the development of statements of qualifications and assessment guides.

### Upholding the Merit Principle

No system is perfect and it is almost inevitable that some errors or omissions will occur. Some employees may contest the application of merit while some applicants may feel that the rule of equity has not been observed.

Three types of mechanisms ensure the application of merit. Under delegated staffing authority departments are responsible for upholding merit in all of their staffing activities. The Commission periodically audits the exercise of delegated staffing authority and the *Public Service Employment Act* provides avenues of redress through the appeals and investigations processes.

The Commission has taken concrete steps to ensure that merit is observed and that those seeking employment are treated justly and impartially. The Commission requires that, upon request, candidates be informed of the reasons for selection board decisions involving them. In addition, it has strengthened its audit function by establishing a Delegation Advisory Committee and adding a post-audit phase. Audits, formerly based on compliance with the *Public Service Employment Act and Regulations*, now also evaluate the overall management of the staffing process by departments and agencies to which the Commission has delegated staffing authority.

Under the Act, any unsuccessful candidate may appeal an appointment made through a competition restricted to public servants. Further, any employee may appeal an appointment without competition from within the Public Service, provided the Commission is of the opinion that the employee's opportunity for advancement has been adversely affected by the appointment in question. An employee may also contest a recommendation for his or her release or demotion for incompetence or incapacity.

The Commission establishes an appeal board which reaches its decision independently of the Commission. The decision of the appeal board binds all parties concerned and the Commission must, in the case of an appointment, confirm or revoke that appointment, and in the case of a release or demotion, accept or reject the deputy head's recommendation, as required by the appeal board's decision. Such decisions may be set aside only by the Federal Court or, subsequently, the Supreme Court.

The investigation procedure is much more flexible. It enables the complaints of employees or those seeking public service employment to be investigated, whether the complaint was based on a staffing process, an instance of discrimination or any other aspect of the application of the *Public Service Employment Act*. Chapter 7 reviews the Commission's appeal and investigation activities in 1982.

The formal redress procedures provided under the Act are an integral part of the merit system. They ensure that merit is seen to be observed and where it has not been observed provide a means of correcting any oversight.



## **Conclusion**

After ensuring for almost three-quarters of a century that the merit principle is applied to staffing processes in the Public Service, the Commission is still discovering new ways of applying this principle and adapting it to existing needs. The merit principle is a dynamic concept which must continually be reinterpreted if the Public Service is to continue to develop and respond to the requirements of Parliament, the government and the Canadian people.

At the same time, the merit system must be both flexible and fully integrated, flexible so that a balance can be maintained among its four factors and integrated so that the staffing, audit and redress components of the system unite to achieve the Commission's ultimate objective: the application of the merit principle to staffing throughout the Public Service.

# Application of Merit

## 2 Staffing the Management Category

With the establishment of the Management Category, the Public Service Commission consolidated all aspects of its responsibility for management levels into a single branch, the Management Category Programs Branch. Its role is to develop, disseminate, and implement staffing policies and guidelines for the Management Category throughout the Public Service. It is responsible for delivering all Commission programs for the category, such as the Career Assignment and interchange programs, career planning, human resource analysis, career counselling, equal opportunities, official languages, and selection of candidates for management orientation training and development programs.

### Management Category Resourcing

In 1982, most managers immediately below the executive level were converted to the Senior Management (SM) Group. Although this conversion is not yet complete, the SM Group is expected to include approximately two thousand members. Combined with the 1 968 people in the Executive (EX) Group, the Management Category will thus include nearly four thousand members.

To provide a more effective service, the Commission has integrated the former Executive Resourcing and Senior Management Staffing Programs into the Management Category Resourcing Program. This has allowed the Commission to tailor resourcing\*, career planning, human resource analysis, and career counselling services to the needs of members of the EX, SM, and feeder groups.

In 1982, 718 appointments were made to and within the Management Category: 202 to the SM Group and 516 to the EX Group. Of these appointments, 140 were inter-departmental, and 69 were made from outside the Public Service.

### Portfolios

To better align its services with government operations, the Management Category Resourcing Program is organized into four portfolios: economic, social, external relations and defence, and government services. The groups of similar departments served by each portfolio generally parallel the envelopes of the Policy and Expenditure Management System. This method of organization brings branch operations in line with the current emphasis on improved management of financial and human resources in the Public Service. Each portfolio integrates the following activities into one organizational unit:

- analyzing departmental human resource plans;
- developing service-wide succession plans for key positions;

- redeploying managers who need new assignments;
- selecting members for the category through competitive processes;
- counselling members of the category;
- counselling aspirants to the category from within and outside the Public Service; and
- identifying training and development needs.

### Official Languages Policy

For the government to achieve its objectives of language reform, it is critical that members of the Management Category know both official languages. Therefore, effective 31 December 1982, a person entering the EX Group and appointed to a bilingual position in a bilingual region must have, as a prerequisite, second language knowledge skills at level B, and must be able to demonstrate these skills at a job interview. The same language skills are required of a person appointed to an assistant deputy minister (ADM) level position in the National Capital Region. Language policies have not changed for other members of the EX Group or for members of the SM Group.

### Management Orientation

The Management Category Resourcing Program assists in identifying and selecting members of the category for management orientation courses offered by the Commission's Staff Development Branch Training Centre at Touraine. Treasury Board policy now makes this orientation training mandatory for members of the category. After an understandable reluctance among managers to attend these courses, the response of managers is now positive.

Different courses are available for SMs, EXs, and ADMs. In selecting participants, a balanced group composition is sought among employees from central agencies and departments, and those from headquarters and regional offices.

### Counselling

Policies on career development and counselling for the Management Category have been published in a volume of the *Personnel Management Manual* specially devoted to the category. Executives and senior managers now have access to four kinds of counselling services: job referral, feedback after a job interview, career planning, and information about redress mechanisms.

For job referral, SMs and EXs seeking job changes receive information on current and anticipated openings, and on positions and programs to which they could move. When requesting feedback after a job interview, candidates review their performance in a selection process, and receive advice on improving the way they present their candidacy. Through career counselling sessions, SMs or EXs review their careers and discuss future prospects. And when seeking redress on appointment activities, employees are informed of their rights in the staffing process and advised on methods for handling career problems.

\* An integrated process of planning, selection, recruitment, and "brokering" of positions and candidates, and counselling to provide for the appointment, deployment, and development of senior managers and executives in the federal Public Service.

## Career and Succession Planning

The Commission expects all departments and agencies to develop and submit annual human resource plans for their upper management teams. These plans enable the Commission to respond effectively to human resource needs of departments and agencies. As well, analysis of these plans provides a basis for service-wide planning for the Management Category, including the review of departmental plans for members of under-represented groups.

On request, the Commission has assisted departments and agencies in preparing and developing plans for their management groups. The Commission has also met with a number of departments to clarify roles and responsibilities of departments and central agencies in human resource planning, and to develop a framework for this planning for upper management teams.

To ensure the existence of a cadre of well-rounded and highly qualified candidates for senior-level positions in the Public Service, a more forceful career management policy is now being implemented. The Commission has focused on the more senior positions to be filled by establishing a formal development and succession planning process for them.

A Senior Personnel Advisory Committee has been established to provide this focus, and to inform and advise the Commission on recruitment, deployment, and development of the most senior executives. The secretary of the Treasury Board, the comptroller general of Canada, the senior adviser on personnel management of the Privy Council Office, and the two commissioners of the Public Service Commission are members of this committee, and the chairman of the Commission is presiding officer.

## Interchange Canada Program

This program was launched in 1971 to promote mutual trust and co-operation between the Public Service and other sectors, through the temporary exchange of senior personnel. Interchange assignments allow each side to gain knowledge and understanding of the other's work environment, objectives, methods, and problems; and to benefit from the transfer of skills, knowledge, and management techniques. In 1982, 160 interchanges were undertaken, a 17.6 per cent increase over the total of 136 in 1981. Currently, 284 interchange assignments are in progress.

Focus on Business—a set of special measures to increase private sector participation in Interchange Canada—was particularly successful this year. For the first time since Interchange Canada began, it attracted a greater number of incoming private sector participants than outgoing public servants: 40 private sector participants and 23 public servants.

In 1982, Focus on Business not only expanded in terms of number of interchanges, but also broadened its scope in terms of size, variety, and geographic distribution of participating companies. Imperial Oil Ltd., Royal Bank of Canada, Bank of Montreal, Dome Petroleum, Bombardier Inc., Union Carbide Ltd., Mancal Ltd., IBM Canada, Lavalin Services Inc., H.B. Nickerson and Sons, and Peat, Marwick & Mitchell are but a few of the companies that participated this year.

An orientation course was conducted for Interchange Canada participants in February and November 1982. This course, based on the orientation course for newly-appointed executives, was condensed and modified to meet the special needs of Interchange participants.

## International Assignments Program

Efforts to improve Canadian representation in international organizations continued this year, both in the number and type of positions sought. Through joint efforts of the Commission, External Affairs Canada, and the appropriate domestic departments and agencies, 50 Canadians were appointed to international positions.

Some of the senior-level positions to which Canadians were appointed are deputy assistant secretary-general, World Meteorological Organization; deputy assistant secretary-general, Scientific and Environmental Affairs, NATO; assistant secretary-general, Office of Financial Services, United Nations Secretariat; director, Country Programs, Asian Development Bank; senior compensation adviser, World Bank; and auditor general, Government of Vanuatu.

## Career Assignment Program

Since it began in 1968, the Career Assignment Program (CAP) has served as an integrated developmental training program for middle managers with potential for entering the Management Category. CAP has become a key component in the human resource strategy for senior-level management positions. It emphasizes the importance of line management assignments for developing managerial capability.

In 1982, participant profiles were introduced as a planning tool to integrate the three phases of the program: selection, training, and assignment. These profiles, based on the *Selection Guidelines for Staffing the Management Category*, outline the basic requirements for upper management jobs. In these profiles, participants' needs are identified and addressed, first in the career plans developed by their sponsoring organizations, and then more specifically in the training and assignment phases of CAP.

In 1982, 38 people entered the program, bringing the total number of CAP participants to 1 092. Of the 804 federal public servants who graduated from the program, 69 per cent have reached the SM or EX level. CAP is also an important vehicle for promoting equal opportunity in

the Public Service. Of the 98 women currently at the EX level, 15 are former CAP participants, and of the 414 francophones at this level, 61 went through CAP. At year-end the program had 216 active participants, of whom 70 were women and 76 francophone.

### Special Development Programs

As an alternative to its management course, CAP offers special development programs for middle management employees to study in Britain, France, Belgium, or Quebec City, and subsequently to participate in the CAP assignment phase. Nominations for these programs originate in departments and agencies, and final selection rests with a senior interdepartmental Selection Review Board. In 1982, 10 employees were nominated to attend the Special Development Program, though none was ultimately selected.

A number of management trainees were on assignment in Canada from Europe. Four students from *l'École nationale d'administration* in Paris were on short-term assignments with federal, provincial, and municipal governments in Canada. As well, three public servants from the United Kingdom were placed on one-to-two-year assignments with federal government departments in Ottawa, as part of the Canada/United Kingdom Exchange Program.

## 3 Staffing the Public Service

To uphold merit, its essential factors—equity, sensitivity and responsiveness, efficiency and effectiveness, and equality of access—must be maintained in constant harmony. Parity must exist among these factors, regardless of modifications introduced to improve the merit system. For instance, a mechanism designed to enhance efficiency and effectiveness must not run counter to equity or another factor. It is with this balance in mind that the following improvements have been made to the staffing process.

### System Reforms

As part of the Public Service Commission's policy of increased flexibility in staffing, significant reforms were introduced to the staffing system this year. Among these was the continuing review of the *Public Service Employment Regulations*. Certain regulations were retained, amended, or revoked, based on five main criteria: regulations should give practical direction to the *Public Service Employment Act*; be fully supported in the *Act*; leave the Commission's discretionary powers unrestricted; be clear, applicable, and enforceable; and be other than procedural matters.

After a thorough review of the *Regulations* based on these criteria, the following sections were revoked.

- Section 11—Performance Appraisals  
This section was revoked since it has no basis in any particular section of the *Act*, and performance appraisals are covered by Treasury Board policy.
- Section 17—Age  
This section was revoked since it could be considered discriminatory, and for some time selection standards have not referred to age.
- Section 22—Eligibility Lists  
This section had allowed appointments to be made from eligibility lists in an order other than that of merit, when candidates with special qualifications were required. The section had seldom been applied, since its interpretation was ambiguous. In fact, since section 18 of the *Act* refers to positions of a "similar occupational nature" but makes no reference to the designation "special qualifications," it may have been *ultra vires*.
- Subsection 28(4)—Probation Period for Mentally Retarded People  
Although this subsection was initially designed to assist these people with longer probation periods, it could be considered discriminatory.
- Subsection 29(2)—Notice Period for Probation  
This subsection had to be revoked after the revocation of subsection 28(4).



- **Section 5.1—Inventory**

This section had been designed to provide a legal base for the changes introduced to the Data STREAM inventory system five years ago. Since Data STREAM has been replaced by the Management Resources Information System, this regulation is no longer needed.

The Commission gives departments access to this system to help them in filling their delegated senior-level positions. The Commission also encourages deputy heads to establish and use their own employee inventories to fill other positions which they are authorized to staff through internal competitions.

- **Section 9—Simultaneous Competitions**

When this section was revoked, the Commission issued a policy statement based on section 11 of the *Act*, that appointments to the Public Service would normally be from within the Public Service. However, departments that have been granted authority to make appointments to delegated groups and levels from outside the Public Service are authorized to do so, subject to existing requirements for recruitment and referral, when they feel it is in the best interests of the Public Service.

Recruiting from outside the Public Service may be warranted: for example, to staff positions in well-identified skill shortage areas and at entry levels, or to promote participation of under-represented groups. However, departments should also consider aspirations and career paths of employees, and the availability of qualified candidates in other occupational groups or in expanded areas of competition.

- **Section 27—Leave of Absence Appointment**

The amendment of this section was of major significance to the Commission this year, since it clearly established the circumstances in which an indeterminate appointment may be made to the position of an employee on leave of absence. This change was required in part by new provisions on leave of absence for employees other than those returning from maternity leave. These new provisions were contained in Treasury Board policies and in certain collective agreements.

### **Disclosure of Information**

Over the years, the Commission has encouraged departments to give unsuccessful candidates or their representatives information on the candidate's performance during a selection process. Such information has been provided in two ways: through appeal boards (discussed in chapter 7) and through informal post-selection board interviews.

For many years, the Commission has required that every candidate in a competition be informed of his or her status in that competition. In September 1981, the Commission expanded this practice by issuing a policy that unsuccessful candidates should also be informed of the specific reasons for their lack of success, if they request this information.

In 1982, this policy began to have its effect. Contacts with several departments suggest that this method of disclosure proved effective in dealing with concerns of unsuccessful candidates. Several months after this policy was introduced, appeals lodged specifically to gain information on selection processes appeared to decrease, and candidates withdrawing appeals once their questions had been answered appeared to be more numerous.

### **Delegation**

In line with its current shift to a departmental approach to career management, the Commission increased delegation of its powers, functions, and duties for appointing people to or within the Public Service this year. The Commission will continue to periodically audit delegated authority and evaluate departmental staffing performance. It will also revise the extent, terms, and conditions of delegation from time to time in light of Commission policy, departments' needs, and organizational mandates. Details on delegation activities are discussed in chapter 5.

This new framework for delegating staffing authority gives deputy heads and their delegates greater flexibility in managing their staffing. The new policy provides for delegation to all occupational groups and levels that can now be delegated. It makes line managers accountable for selecting people for appointment, and staffing specialists accountable for the process of selection. This dual accountability for the Commission's mandate to staff the Public Service ensures that line managers are responsible for delivering their programs, and that personnel officers are responsible for ensuring that staffing principles are observed.

### **Area of Competition**

To clarify questions of eligibility for competitions, the Commission determined that a new approach to area of competition was needed, and reviewed area of competition policy as it applies to members of the Canadian Armed Forces. After consulting with the department and bargaining agent, the Commission decided that any competition open to members of the Canadian Armed Forces would now include class "C" reservists, since these reservists perform the same duties as regular Canadian Forces personnel.

In addition, the area of competition previously defined as "employees" was clarified. The Commission specified that "employees" would now be called "employees appointed pursuant to the *Public Service Employment Act*." Similarly, the area of competition previously known as "employees of the Public Service" will now be called "persons employed or deemed to be employed in the Public Service."

### **National Applicant Inventory System**

In 1982, the Commission embarked on the ambitious project of developing a National Applicant Inventory System (NAIS). When implemented, NAIS will improve efficiency and management control in operating the applicant inventory, and will enable the Commission to fulfill the intent and requirements of the *Canadian Charter of Rights and Freedoms*.



This system will assist the Commission in recruiting top-quality candidates for referral to the Public Service. It will allow staffing officers to manage large numbers of applications and identify suitable candidates more precisely in the inventory.

NAIS will also give Canadian people access to the applicant inventory used by departments and agencies to fill jobs across the country. Commission offices in all provinces and the two territories will have information on applicants, regardless of where they applied. Applications for jobs outside applicants' areas of residence will also be handled more efficiently. Thus people will have access to information and counselling on public service jobs requiring their qualifications both in their province of residence and in all other provinces. This should assist applicants of all origins and from all parts of the country in participating in the Public Service.

In addition, NAIS will help under-represented groups to take advantage of mobility rights set out in the *Canadian Charter of Rights and Freedoms*. It will improve the consideration they receive for federal employment when they voluntarily identify themselves as members of an under-represented group.

### Official Languages

In January 1982, the Commission and the Treasury Board jointly outlined measures to improve the linguistic quality of service to the public and of supervision of employees. These measures form part of the Commission's continuing effort to improve public servants' proficiency in both official languages. This effort began in October 1981 after revisions to the Official Languages Policy of the Public Service.

A major feature of these new measures is the upgrading of language requirements for all bilingual positions in which people serve the public directly or supervise people in both official languages. However, departments and agencies may request Commission approval to fill positions at a lower level of language proficiency when justified by the communication requirements of a job. Examples of such cases are certain positions in the Administrative Support and Operational Categories. These upgraded language requirements apply only to new appointees to these positions.

The *Public Service Employment Act* specifies that public servants must know and be able to use English, French, or both official languages as required for their jobs. However, based on the 1973 Parliamentary Resolution on Official Languages, the Commission suspended certain provisions of the *Act* to allow bilingual positions to be filled by unilingual people who would be trained in their second official language.

As stated in last year's annual report, the Commission believes that these special measures have largely achieved their purpose. In 1982, appointment statistics show a considerable increase in the use of imperative staffing. In 1981, imperative staffing was used in 17,1 per cent of appointments to indeterminate bilingual positions. In 1982, this figure increased to 29,1 per cent. These percentages increase to 36,9 per cent for 1981 and 50,6 per cent for 1982 when term appointments are also added to these figures.

Similarly, the percentage of appointees meeting language requirements for indeterminate bilingual positions at the time of appointment has also increased, from 75,6 per cent in 1981 to 80,0 per cent in 1982. Thus both the number and percentage of appointees requiring language training has decreased, from 3 477 or 21,0 per cent in 1981, to 2 151 or 15,3 per cent this year.

This reduction in the number of appointees requiring language training should reduce the staffing delays caused by the need to assess the language potential of candidates to be appointed under the revised Official Languages Exclusion Approval Order of October 1981. Prospective unilingual appointees to bilingual positions staffed on a "non-imperative" basis now have to demonstrate potential to learn the second language within a specified time.

In some cases, the initial criteria and procedures adopted for this assessment created unacceptable staffing delays. However, these delays should be reduced by the revised criteria and procedures introduced in 1982. Moreover, since these delays were most acute in certain regions, the Commission has increased its capacity for diagnostic testing in these regions, and has endorsed the principle of delegating this testing to departments.

In addition, language tests are being reviewed, to make them more relevant for assessing communication skills in the work environment.

### Official Language Minority Participation

Based on the Commission's commitment to equal access to public service employment for both francophones and anglophones, the Commission and the Treasury Board Secretariat conducted a joint study of all external appointments to selected departments in three bilingual regions: New Brunswick, Northern and Eastern Ontario, and the bilingual areas of Quebec. The Commission has endorsed the recommendations and changes suggested by the study group. Consequently in 1983, it will work closely with these departments to help them improve equality of access for members of both official language groups in the regions cited.

### Post-Secondary Recruitment

Since the fall of 1979, the Commission has tailored its university and community college recruitment to meet the demand for graduates anticipated by departments. This year, applications were solicited from university graduates in business or public administration, commerce, engineering, computer science, library science, economics, mathematics, and statistics. Similarly, community college graduates in electronics technology, computer science, business administration, and law and security administration were also invited to apply.

In 1982, 12 183 applications were received from university graduates, a 50,7 per cent increase over those received in 1981. Appointments of university graduates also increased: 909 graduates were hired in 1982, a 49,3 per cent increase over the 609 hired in 1981. Of the people appointed in 1982, 38,9 per cent were francophone and 35,0 per cent were women. The most significant increases were in pure and applied science, computer systems, and the foreign service.

The following departments have the delegated authority to recruit university graduates directly for certain occupational groups: Secretary of State, Department of Justice, Agriculture, Department of Insurance, Environment, National Defence, Veterans Affairs, and Health and Welfare. These departments appointed 166 graduates, included in the total of 909 university graduate appointments mentioned above. Appointments were made to positions in translation, law, agriculture, veterinary science, actuarial science, meteorology, and defence science.

Applications from community college and CEGEP graduates increased this year, by 89,5 per cent: 3 515 in 1982 compared to 1 855 in 1981. Appointments of community college and CEGEP graduates also increased, by 46,7 per cent. Of the 330 community college and CEGEP graduates hired, 12,1 per cent were francophone and 29,1 per cent were women. Most appointments were to positions in the western provinces.

The high unemployment rate in the 18-to-25-year-old age group led to a 56,3 per cent increase in applications for career-related summer positions this year. The number of post-secondary students applying to the Career-Oriented Summer Employment Programs (COSEP) rose to 43 906 this year from 28 092 in 1981.

Special funding received by departments under the Summer Canada Student Initiatives Program accounted for 2 727 of the 3 792 COSEP positions filled in 1982. The COSEP positions filled this year constitute a 27,8 per cent increase over the 2 966 jobs in 1981. Of the 1982 COSEP appointees, 26,1 per cent were francophone and 44,2 per cent were women. Another program operated within COSEP, the Summer Student Customs Officer Program, employed 381 students at Revenue Canada Customs and Excise. Of these, 18,9 per cent were francophone and 58,3 per cent were women.

The Public Service was the major Canadian employer of students enrolled in co-operative education programs in 1982. Federal departments and agencies employed 1 127 co-op students, an increase of 26,1 per cent over the 894 students employed in 1981.

### Administrative Trainee Program

In 1980, departments were delegated staffing authority to select and appoint administrative trainees (ATs). The number of ATs appointed this year was 183, compared to 217 in 1981 and 114 in 1980.

Of these 183 ATs, 120 were recruited on graduation from university. Of these graduates, 54 or 45 per cent were francophone, and the same number and percentage were women. Sixty-three ATs were chosen through departmental competitions; of these, 33 or 52,4 per cent were francophone and 47 or 74,6 per cent were women.

### Priority Clearance System

At year-end, 2 622 people were registered in the Priority Clearance System, compared to 1 490 at the end of 1981 (table I). This 76,0 per cent increase can be attributed largely to two factors: privatization and expansion of the system. The system has been expanded to include surplus or laid-off employees who accepted lower-level jobs and employees who relocated with their spouses.

Table I

**Number of employees entitled to priority status by reason for entitlement, 1982**

Reason	Right to priority		Total
	Exercised	Not exercised	
Leave of absence—returnees or replacements	377	50	427
Ministerial staff	0	0	0
Lay-offs			
• reorganization	206	49	255
• privatization	86	158	244
• decentralization	28	15	43
Surplus			
• reorganization	306	87	393
• privatization	90	623	713
• decentralization	242	64	306
Unsuccessful language training	17	2	19
Reinstatement	62	8	70
Relocation of spouse	134	18	152
<b>Total</b>	<b>1 548</b>	<b>1 074</b>	<b>2 622</b>

The number of people with priority entitlements reappointed this year was 1 150, an increase of 176 over those reappointed in 1981. Since the Priority Clearance System began in 1978, it has assisted nearly 5 600 public servants in appointments to other positions.

In 1982, 134 236 clearances were issued to departments, a decrease of 31 420 compared to the 165 656 clearances issued in 1981. Just over 94 per cent of these were issued within two days of the time the request was received by the Commission. This represents a 4 per cent increase over the figure of 90 per cent for clearances issued within two days in 1981.

## 4 Equal Opportunity

The concept of merit includes a Public Service open to all groups in Canadian society. Since 1974, the Commission has conducted special programs to promote participation of certain components of our society in all groups and levels of the Public Service. These equal opportunity programs were established for three target groups: indigenous people, women, and disabled people. Their goal is a Public Service that reflects, within a reasonable time, the proportion of qualified and interested Canadians found in these groups. These programs do not conflict with either the *Canadian Charter of Rights and Freedoms* or the *Public Service Employment Act*.

Within these programs, measures can be taken to equalize opportunity for employment by allowing particular attention to be paid to members of these target groups. These measures do not amount to reverse discrimination or necessitate establishing quotas. Rather, they ensure that appointment of qualified people to and within the Public Service is based on merit, according to processes specially designed to ensure an objective evaluation of a candidate's abilities and qualifications. Thus the Commission believes that the merit principle, the basis of public service staffing for over 70 years, is reinforced by equal opportunity programs and special measures to promote participation of under-represented groups.

In the Commission's view, the key to success of equal opportunity programs rests primarily with managers, through the quality of their decisions. Since deputy heads now have full staffing authority for all categories except the Management Category, it is managers who will ultimately carry out these programs.

### Participation of Women

During the year, the Commission continued its efforts to promote participation of women in the Public Service, through its Office of Equal Opportunities for Women. The role of this office is to ensure that women have equal opportunity to work and advance in all employment categories in the Public Service. The office provides information and assistance to departments and agencies, to organizations concerned with women's career opportunities, and to individuals.

In 1982, participation of women in the Public Service continued to improve, increasing to 40,4 per cent from 39,3 per cent in 1981. The actual number of women increased by 6,0 per cent, to 89 922 this year from 84 801 in 1981. In 1982, women accounted for 45,1 per cent of appointments to the Public Service and 54,3 per cent of appointments from within the Public Service.

Although the percentage of women in the Administrative Support Category remained fairly stable, participation of women in the Administrative and Foreign Service Category increased to 32,5 per cent in 1982 from 30,1 per cent in 1981. The percentage of women in all officer categories increased to 24,4 per cent this year from 23,1 per cent in 1981.

To assist women in achieving equal participation in the Public Service, the office has kept people informed on issues concerning women and work. The office presented training and information sessions to departments, organized staffing courses to help departmental equal opportunity co-ordinators carry out their role, continued its strong national information program, and conducted research on public service employment. It also produced an information kit for women interested in entering the Public Service.

### Indigenous Participation Programs

In 1982, the Commission reorganized those parts of its program directly concerned with increasing indigenous participation in the Public Service, to improve its effectiveness in this area. Thus a new organization, Indigenous Participation Programs, was established to combine the policy and program aspects of the Office of Native Employment with the developmental opportunities offered by both the Northern Careers Program and the proposed National Indigenous Development Program.

### Office of Native Employment

Since the success of equal opportunity programs rests primarily with managers, in 1982 the Office of Native Employment stressed increased managerial awareness of government policy on indigenous participation. Thus the office participated in staffing workshops to ensure that staffing officers are aware of government policy, so they can help managers to carry out their appropriate responsibilities. It held information sessions for up to 20 departments at a time, where departmental co-ordinators could voice their concerns and discuss the problems of under-represented groups.

Native employment co-ordinators also organized career days across the country to inform indigenous students of career opportunities in the Public Service, and to ensure that indigenous people as well as managers are aware of government policy on indigenous participation. Indigenous organizations were also consulted regularly when policy was being formulated, to ensure that policy is appropriate to the needs of both indigenous people and government.

In addition, a counselling and referral service for indigenous people is maintained at all Commission offices across Canada. Assistance ranges from help in preparing résumés to arranging for participation in job readiness workshops.

### Northern Careers Program

This program was established in 1974 to provide training and career development for northern indigenous people, in order to increase their participation in middle and senior management positions. At that time, this program was funded by Indian and Northern Affairs Canada and administered by the Commission. As of April 1982, the Commission has also assumed financial responsibility for the program.



In 1981, the program was evaluated by a committee that included representatives of northern indigenous peoples' associations and the Inuit Tapirisat of Canada. This committee recommended that the program be continued and co-ordinated through the Joint Council, consisting of representatives of the Commission, the Treasury Board, and the five national indigenous associations. It also recommended that the scope of the program be expanded to 150 person-years over a two-to-three-year period, and that an Eastern Arctic Region be established in addition to the Yukon and Northwest Territories Regions.

The program is now training 58 indigenous people for responsible positions in the north. Over three hundred northern indigenous people have participated in the program since it began. In the view of the evaluation committee, "the Northern Careers Program remains the most effective instrument available for the government to achieve its participation policy in the north."

### National Indigenous Development Program

Given the success of the Northern Careers Program, the Joint Council recommended to Cabinet that a similar national program be established. The resulting National Indigenous Development Program was accepted in principle in 1981, though resource allocations were not made at that time. In 1982, significant progress was made towards establishing this program.

### Participation of Disabled People

The Commission continued to identify and eliminate barriers for disabled people seeking employment in the Public Service. All Commission accommodations and services are now accessible to disabled people, and work is continuing to upgrade these facilities.

During the year, the Commission and the Treasury Board Secretariat conducted a joint program to increase awareness among executives and senior managers on issues concerning the disabled. Briefings were given to deputy heads and their executives in 36 departments in the National Capital Region, and sessions were held across Canada. Workshops were also conducted for departmental equal opportunity co-ordinators and for chiefs of staffing.

Co-ordinators of the Commission's Program of Services to Handicapped People continued their efforts to ensure that disabled people have equal access to employment at all levels of the Public Service. These co-ordinators provided both disabled applicants and departments with support, through such measures as recruitment of qualified disabled people for applicant inventories (table II), special advertisements designed to attract the handicapped, referral of qualified disabled people for departmental jobs, and advice to departmental selection boards on how to interview disabled candidates. Progress was also made in developing alternate methods of testing the disabled, and in resolving problems they encounter when learning a second language.

**Table II**

**Number of applications from disabled people in regional inventories by job type and educational level, 1982**

Job type	Educational level			Total
	Secondary	Community college / CEGEP <sup>a</sup>	University	
Administrative	160	164	298	622
Technical	37	71	42	150
Scientific	21	20	98	139
<b>Total</b>	<b>218</b>	<b>255</b>	<b>438</b>	<b>911</b>

<sup>a</sup> Includes people working towards a university degree.

In 1982, 464 disabled people were appointed to the Public Service, compared to 547 in 1981 (table III). This decrease reflects the general decrease in appointments to the Public Service. The number of disabled applicants in the Commission's inventory increased by 15.3 per cent this year. In December 1982, 911 disabled applicants were in the inventory, compared to 790 in December 1981 (table II).

**Table III**

**Number of appointments of disabled people to the Public Service by level, type of employment, and location, 1982**

Level	Type of employment			Location		
	Term <sup>a</sup>	Indeterminate	Total	National Capital Region	Other	Total
Officers	58	45	103	61	42	103
Support staff	268	93	361	221	140	361
<b>Total</b>	<b>326</b>	<b>138</b>	<b>464</b>	<b>282</b>	<b>182</b>	<b>464</b>

<sup>a</sup> Includes appointments for terms of under six months.



## Black Employment Program

The Commission established its Black Employment Program in 1973 to improve participation of blacks in Nova Scotia in the Public Service. Throughout 1982, the Commission continued to seek support for the program from departments in Nova Scotia.

At year-end, 70 blacks were in the Commission's Atlantic Region applicant inventory, compared to 103 in 1981. In 1982, blacks represented 2,5 per cent of applicants in this inventory, compared to 1,0 per cent in 1981.

During the year, 5,2 per cent of all applicants for jobs in the Administrative and Foreign Service Category in the Atlantic Region were black, compared to 1,7 per cent in 1981. Blacks also comprised 0,8 per cent of applicants for jobs in the Technical Category, compared to 0,4 per cent in 1981. In 1982, 35 blacks were referred to officer-level positions in departments and agencies in Nova Scotia, compared to 18 officer-level referrals in 1981. The number of blacks appointed to public service positions in Nova Scotia this year was 175 (table IV), compared to 170 in 1981.

**Table IV**

### Number of blacks appointed to the Public Service in Nova Scotia by occupational category, 1977 to 1982

Occupational category	1977 to 1980	1981	1982	Total
Management	0	0	0	0
Scientific and Professional	3	0	0	3
Administrative and Foreign Service	12	3	4	19
Technical	1	1	1	3
Administrative Support	76	80	90	246
Operational	158	86	80	324
<b>Total</b>	<b>250</b>	<b>170</b>	<b>175</b>	<b>595</b>

## 5 Other Activities Under the Act

### Delegation of Staffing Authority

In 1982, delegated staffing authority was accepted by five deputy heads for the senior levels of the Scientific and Professional, Administrative and Foreign Service, and Technical Categories. This additional authority had been offered to most deputy heads in December 1981 as a proposed general revision to delegated authority, but some deputy heads had chosen to defer acceptance for several months. List A shows the dates this authority came into effect for the departments concerned.

#### List A

##### Delegation of staffing authority for senior levels

Industry, Trade and Commerce 1982-02-23	Public Service Commission 1982-04-01
Employment and Immigration 1982-03-01	Canada Labour Relations Board 1982-05-17
Health and Welfare 1982-04-01	

Note: Subsection 6(1) of the *Public Service Employment Act* provides for delegation of staffing authority to deputy heads, subject to terms and conditions established by the Commission.

Progress continued in implementing the new framework for delegation. List B gives the 14 departments that received new instruments of delegation. Four of these instruments include special provisions to tailor the authority to meet particular departmental needs. If authority additional to that generally available had been previously delegated, it was incorporated into the new delegation instrument. The Supreme Court of Canada received its first delegation of authority, to the extent generally available when staffing authority is delegated.

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**List B**


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**Delegation under the new framework**


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Indian and Northern Affairs: continued authority to recruit elementary and secondary school teachers and teachers' aides, with special provisions for emergency recruitment of substitute teachers for limited specified periods of employment 1982-02-01	Consumer and Corporate Affairs: special provisions to recruit patent examiners and certain technical inspectors 1982-08-16
Federal Court 1982-02-01	Office of the Chief Electoral Officer: continued limitation to specified period appointments of under six months 1982-09-07
Finance 1982-02-18	Canadian Transport Commission 1982-09-20
Treasury Board (Office of the Comptroller General) 1982-02-18	Environment: continued authority to recruit the Meteorological Group 1982-10-01
Treasury Board (Secretariat) 1982-02-18	Correctional Service Canada: continued authority to recruit custodial officers and chaplains, limited authority to appoint custodial officers to a higher level on assignment from medium to maximum security institutions, and a special provision to determine whether certain appointments to reclassified positions, which previously required prior Commission approval, can be made without competition 1982-12-31
Public Service Staff Relations Board: special provisions to recruit a limited number of compensation research officers 1982-02-22	
Canada Labour Relations Board 1982-04-01	
National Energy Board 1982-04-26	
Supreme Court 1982-08-09	

Note: Subsection 6(1) of the *Public Service Employment Act* provides for delegation of staffing authority to deputy heads, subject to terms and conditions established by the Commission.

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In 1982, two amendments to current delegation arrangements were approved, as shown in list C. Transport Canada and Agriculture Canada were delegated recruitment authority, to assist them in overcoming certain recruitment difficulties in specific occupational groups. In Transport Canada, this authority is limited to specific geographic locations.

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**List C**


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**Delegation of additional staffing authority**


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Transport: authority to recruit for particular occupations within various groups and levels at specified locations 1982-02-01	Agriculture: authority to recruit research scientists 1982-07-02
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Note: Subsection 6(1) of the *Public Service Employment Act* provides for delegation of staffing authority to deputy heads, subject to terms and conditions established by the Commission.

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The only special delegation instrument put into effect is shown in list D. The Energy Supplies Allocation Board was authorized to make term appointments without competition to all groups and levels only in a declared national energy emergency.

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**List D**


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**Special delegation of staffing authority**


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Energy Supplies Allocation Board:  
limited authority for specified period appointments without competition, to be used only in a declared national energy emergency

Note: Subsection 6(1) of the *Public Service Employment Act* provides for delegation of staffing authority to deputy heads, subject to terms and conditions established by the Commission.

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During 1982, consultations continued with Public Works Canada, to assist it in developing a proposal for terms and conditions of delegation tailored to its staffing needs. Its staffing operations were thoroughly reviewed, improvements made, and policies developed to support these changes. The Commission agreed in principle to the following major policy initiatives:

- subdelegation of staffing authority to line managers with the attendant accountability for decisions;
- establishment of a system to inform employees of short- and long-term anticipated vacancies to give them a better opportunity to plan their careers;
- greater flexibility in areas of competition based on specific criteria, including past experience in staffing similar positions and participation of under-represented groups;
- the development of a contractual relationship with the Commission to improve the effectiveness and efficiency of external recruitment;
- a pilot project with the Commission's Personnel Psychology Centre to develop a means of assessing candidates against basic requirements to consider only the most qualified.

The Commission also agreed to an exclusion order to hire short-term employees. Public Works is continuing to develop the policy needed to manage additional staffing authority. When this supporting policy framework for expanded delegation is complete, new delegation arrangements will be put into effect.

### **Exclusions from the *Public Service Employment Act***

#### **Group Exclusions**

Section 39 of the *Public Service Employment Act* authorizes the Commission to exclude from the *Act* any position, individual, or class of positions or individuals, in any case where it is neither practicable nor in the best interests of the Public Service to apply the *Act* or any of its provisions. Any decision or revocation of this type must be approved by the Governor in Council. In 1982, the following exclusions were made under section 39.

- Order-in-Council No. 125, effective 14 January 1982  
The Commission excluded employees appointed to positions in the Administrative Support or Operational Categories in External Affairs Canada from sections 10 (merit) and 21 (appeals) of the *Act*, when these employees were temporarily required to perform the duties of a rotational position with a higher maximum rate of pay than that of their own positions.
- Orders-in-Council No. 211, effective 21 January 1982  
No. 2681, effective 3 September 1982  
No. 3972, effective 23 December 1982

The Commission excluded 426 employees appointed for specified periods and with five years of continuous employment from paragraph 21 (b) (appeals) of the *Act*, and appointed them without competition to indeterminate positions in the same categories, groups, and levels. The positions to which they were appointed were excluded from subsections 29(3), 30(1) and (2), and 37(3) and (4) of the *Act* (priority appointments).

- Order-in-Council No. 941, effective 25 March 1982  
To assist in appointments required by the reorganization of Industry, Trade and Commerce; Regional Economic Expansion; and the Ministry of State for Economic Development, the Commission excluded all positions in these organizations from sections 29, 30, and 37 of the *Act* for two years. Also excluded from section 21 (appeals) of the *Act* is any person in these organizations appointed to a position therein for which the maximum rate of pay does not exceed that of the position occupied by the person before appointment.
- Order-in-Council No. 942, effective 25 March 1982  
The Commission excluded from the *Act* all positions and employees of the Staff of the Non-Public Funds, Canadian Armed Forces, who work in base exchange stores, recreational associations, and messes.
- Order-in-Council No. 1015, effective 1 April 1982  
The Commission excluded from the *Act* all people employed in the National Defence Training and Exercise Civilian Support Program for a specified period of five months or less beginning 1 April 1982 and ending 30 September 1982.
- Order-in-Council No. 2897, effective 22 September 1982  
The Commission excluded certain positions in External Affairs Canada from sections 29, 30, and 37 of the *Act* for two years, when employees in Regional Economic Expansion and Industry, Trade and Commerce are appointed to these positions. Also excluded from section 21 (appeals) of the *Act* is any employee in Regional Economic Expansion or Industry, Trade and Commerce appointed to a position in External Affairs for which the maximum rate of pay does not exceed that of the position occupied by the employee before appointment.
- Order-in-Council No. 3973, effective 23 December 1982  
The Commission excluded 20 positions in the Correctional Group, Living Unit Officer Subdivision, Operational Category, Correctional Service Canada, for two years from subsection 12(2) of the *Act* (sex discrimination), for a special program designed to reduce disadvantages suffered by women in employment as correctional officers.
- Order-in-Council No. 3974, effective 23 December 1982  
The Commission excluded from the *Act* all people employed in the National Defence Training and Exercise Civilian Support Program for a specified period of five months or less beginning 1 January 1983 and ending 31 December 1983.

## Personal Exclusions

In addition to the previous exclusions, 22 people were excluded from the Act when appointed to public service positions for a period specified in exclusion approval

orders. An exclusion approval order is automatically revoked when the person is appointed to another position, whether under the Act or not.

Order-in-council number	Duration	Name	Title
20	1982-01-12 / 1983-01-12	de Montigny Marchand	Deputy Minister, Foreign Policy, External Affairs
22	1982-01-12 / 1983-01-12	Robert Johnstone	Deputy Minister, International Trade, and Co-ordinator for International Economic Relations
25	1982-02-08 / 1983-02-08	Gérard Veilleux	Associate Secretary, Ministry of State for Economic Development
27	1982-01-12 / 1983-01-12	Gordon Ritchie	Associate Deputy Minister, Industry, Trade and Commerce and Regional Economic Expansion
212	1982-01-25 / 1983-01-25	René Chartier	Press Secretary to the Governor General
747	1982-02-08 / 06-30	Clay Gilson	Federal Representative, Western Rail Capacity
943	1982-03-25	Peter Riben	Chief (bilingual position), Infection Control, Health and Welfare
1144 2520 3266	1982-05-01 / 09-01 1982-09-01 / 10-01 1982-10-01 / 12-01	John Edwards	Special Adviser, Privy Council Office
1360	1982-05-06 / 1983-05-01	Patrick Reid	Commissioner General, Transpo' 86
1494	1982-05-13 / 1983-08-11	Thomas McLeod	Special Adviser to the Minister of Finance
1496	1982-02-26 / 1983-04-20	Bernard Drabble	Associate Deputy Minister of Finance
1498	1982-05-10 / 1983-05-10	Douglas Love	Federal Economic Development Co-ordinator
1500	1982-04-30 / 1983-04-30	Bruce Rawson	Federal Economic Development Co-ordinator
1930	1982-09-02 / 1983-09-02	Alban Garon	Associate Deputy Minister of Justice

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**Personal Exclusions** (cont'd)

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Order-in-council number	Duration	Name	Title
2070	1982-05-28 / 10-31	Sydney Williams	Public Hearing Consultant, National Farm Products Marketing Council
2224	1982-07-22 / 12-31	Louis Applebaum	Co-Chairman, Federal Cultural Policy Review Committee
2226	1982-07-22 / 12-31	Jacques Hébert	Co-Chairman, Federal Cultural Policy Review Committee
2452	1982-09-01 / 1983-09-01	Thomas D'Arcy Finn	Head, Planning and Transitional Group for the Establishment of a Security-Intelligence Agency
2518	1982-08-19 / 09-01	F.E. Gibson	Head, Planning and Transitional Group for the Establishment of a Security- Intelligence Agency
2519	1982-08-07 / 1983-08-07	Paul Labbé	Executive Director, Canadian Industrial Renewal Board
3268	1982-11-01 / 1983-03-01	C.R. Nixon	Special Adviser to the Deputy Minister, National Defence
3561	1982-10-01 / 1983-10-01	Donald D. Tansley	Special Adviser to the Deputy Minister, Fisheries and Oceans

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### Leaves of Absence for Political Partisanship

Under section 32 of the *Act*, a public servant seeking candidacy in a federal, provincial, or territorial election must apply to the Commission for a leave of absence without pay. The Commission may grant the leave if, after consulting with the deputy head, it is convinced that "the usefulness to the Public Service of the employee in the position he then occupies would not be impaired by reason of his having been a candidate for election."

In 1982, the Commission received five requests for leave under section 32 of the *Act*, all from prospective candidates in provincial or territorial elections. Four requests were granted. The breakdown by department of those granted leave is one person each in Agriculture Canada and Indian and Northern Affairs Canada, and two in Employment and Immigration Canada.

### Revocation of Appointments

The *Act* provides for the revocation of appointments under three different circumstances.

- Under section 6, an appointment may be revoked when it is made under delegated authority and the Commission is of the opinion that the person appointed does not have the necessary qualifications to perform the duties of the position, or when the appointment is made in contravention of the terms and conditions of delegation. When an appointment is made from within the Public Service, it may be revoked by the Commission only on the recommendation of a board of inquiry.
- Under section 21, an appointment may be revoked when an appeal has been allowed against the appointment.
- Under section 41, an appointment may be revoked when it is proven upon inquiry that a person was involved in fraudulent practice.

In 1982, 13 appointments were revoked by the Commission. Two were revoked under section 6, one of which was an appointment from outside the Public Service. Nine appointments through closed competitions were revoked under section 21, and two appointments were revoked under section 41.

## 6 Audit

To perform its function of auditing the application of merit in the Public Service, the Audit Branch conducted 13 staffing audits and reviews (SARs) and 15 post-audits, held 15 Delegation Advisory Committee meetings, and conducted 3 special studies in 1982.

### Overview of Findings

Although situations continue to exist where merit may be jeopardized in staffing, attitudes to the SAR program and the entire staffing process have become more positive. This is confirmed by the quality of corrective action plans following a SAR and improvements observed in departments during post-audits. Where improvements are insufficient or the situation warrants further attention, special conditions, objectives or both are built into the instruments of delegation.

This approach has contributed to improved staffing practices. However, the following situations continue to be observed.

- A limited range of selection tools and techniques is generally used. Many departments rarely use employee appraisals, reference checks, or methods other than selection interviews. To overcome this, instruments of delegation now specifically mention the use of a wider range of selection tools and techniques.
- Acting pay and appointments are inconsistently administered. Despite improvement since the change to section 25 of the *Public Service Employment Regulations* and the issue of a bulletin on acting appointments, weaknesses continue in retroactive granting of acting pay and appointments, inappropriate timing of appeal rights, and artificial breaks in acting pay. Improvements are expected through greater control and further explanation by the Staffing Programs Branch of appropriate use of this mechanism.
- Equal opportunity programs vary in effectiveness. However, most departments have now established programs; and participation of indigenous people, women, and disabled people has increased. The more successful programs have clearly defined plans fully integrated with overall human resource planning, high program visibility, and sensitivity and commitment at all levels.
- Some departments continue to use term employees inappropriately, although many departments have significantly improved. Examples of inappropriate use of term employees are extra probation periods, repeated reappointments, requests for referral of specific people, and too high a ratio of term to indeterminate employees. Such cases have been brought to the attention of the Treasury Board Secretariat, to keep it informed of developments.

- The quality of staffing documentation is inconsistent. Although well-prepared statements of qualifications exist for most staffing actions, rating guides and selection board reports are generally poor, particularly in open competitions and non-competitive processes. Improvements are expected through a refinement of the Staffing Officer Certification Program, training of line managers, and the introduction of better control mechanisms.
- Temporary help agencies are frequently used improperly. Often, the eight-week limit is exceeded without the deputy head's approval, contracts are broken artificially, these agencies are the only mechanism considered for short-term assignments, their workers are requested for term positions, and staffing officers lack control over the use of these agencies. Such cases have been brought to the attention of the Administrative Policy Branch of the Treasury Board Secretariat, which has pursued the matter with the departments concerned.
- Personal service contracts often involve "employer/employee" relationships, in which part of a department's ongoing work is done by people on contract. In addition, contracts are often the result of inappropriate policies, procedures, and control mechanisms. Cases of this nature have also been followed up by the Administrative Policy Branch of the Treasury Board Secretariat.

Although the last two areas of concern affect staffing directly, they are the responsibility of the Treasury Board Secretariat.

Most departments showed evidence of efforts to improve their staffing efficiency, and an increasing number also emphasized monitoring and internal audit of staffing. The quality and quantity of bilingual staffing information and the frequency of communication with candidates in their first official language also improved when bilingual positions were staffed.

### Staffing Delegation

In line with the Commission's emphasis on departmental staffing and career management, delegation patterns have changed and instruments of delegation are now renewed for an indefinite period. Staffing audits and reviews are scheduled for from one to three years, depending on a department's staffing performance. In its review of departmental performance, the Delegation Advisory Committee has recommended in approximately 55 per cent of the cases that departments be audited in three years. However, several cases warranted an audit in one year and one case warranted specific sanctions on delegation in the interim.

As instruments of delegation are renewed, they continue to be tailored to departmental needs, and to include departmental objectives developed from, among other things, weaknesses identified through the audit program. The staffing operation of one department, Public Works

Canada, was seen as so positive that the Commission is experimenting with an individualized instrument of delegation. This instrument, a pilot project, will provide the most flexible approach possible within the *Public Service Employment Act and Regulations*.

### Audit Methodology

Audit methodology has been changing along with staffing and personnel management in the Public Service. Part of this change consists of preparation for integrated personnel audits. The authority to conduct these audits has been delegated to the Commission in three agreements with the Treasury Board: Personnel Audit, Audit of Personal Service Contracts, and The Official Languages Program Within the Public Service.

Since an objective of integrated audits is to reduce the burden on departments, where possible the Commission will co-ordinate its activities with those of departmental internal audit groups. This should gradually reduce the branch's need for resources to conduct on-site audits.

Updated guidelines for the audit of staffing have been prepared and reviewed by the Office of the Comptroller General. These will form the basis of a new audit guide to be produced in 1983 for use by departments and agencies.

Guidelines for integrated audits of classification, pay, staff relations, and official languages have also been developed with and approved by the Office of the Comptroller General and the Treasury Board Secretariat. These guidelines are ready to be tested in the first personnel audit and review slated for 1983.

### Special Studies

In 1982, three special studies were conducted: summer student employment, the Canada Post Corporation, and the National Defence Civilian Support 1982 Exclusion Approval Order.

The report on summer student employment programs, both career-oriented and non-career-oriented, concluded that these programs are seen and used primarily as vehicles for creating summer jobs. As such, they were found to be effective. Observations included the need for improved communication and co-ordination between departments, the Treasury Board Secretariat, Employment and Immigration Canada, and the Commission. In addition, the report recommended that the Career-Oriented Summer Employment Programs be evaluated, to compare their effectiveness to that of other competing summer employment programs.

A study of the Canada Post Corporation was conducted to find out whether entitled employees were aware of and being granted their rights and entitlements under the *Public Service Employment Act*. The study concluded that the corporation satisfactorily informed its employees and is managing its responsibilities appropriately. As a result of the study, improvements have been made in posting competition and appeal notices.

The special audit in National Defence examined the application of an approval order to exclude people employed by the Training and Exercise Civilian Support Program from the provisions of the *Public Service Employment Act* for a five-month period. The Commission viewed this order as a trial of its temporary employment concept to provide management with greater staffing flexibility. This is the first such order granted.

The audit showed that National Defence made a conscientious effort to implement the order appropriately, and identified changes to improve administration and eliminate potential problems. The report concluded that exclusion approval orders can be effective in reducing the legal and administrative demands on departments with needs for specific, short-term appointments.

### **The Future**

As part of its commitment to an evolving merit principle, the Commission has developed a system to audit the management of staffing in the Public Service. From 1967 to 1977, a standard staffing authority was delegated to all departments. In 1979, staffing delegation changed when the first staffing audit and review cycle was completed. In 1980, a new tailor-made approach to delegation was developed, and in 1982 the Commission agreed to a pilot project with Public Works Canada for a totally individual instrument of delegation. Based on these audit and delegation changes, the Commission is planning its first integrated personnel audit and review in Fisheries and Oceans for 1983.



## 7 Appeals and Investigations

Appeals and investigations allow public servants and applicants for public service employment to seek assurance that appointment decisions are made according to the *Public Service Employment Act* and the merit principle, and that they have been treated fairly and impartially.

To improve access to these processes, in 1977 the Commission consolidated its appeal and investigation functions into a single branch, the Appeals and Investigations Branch. Since that time, this branch has observed that the use of central redress mechanisms declines when departments foster a climate of trust.

Applicants for public service employment should not need to use redress mechanisms outside departments to learn why they were not successful in a competition. Under the Commission's policy on disclosure of information, departments are responsible for giving applicants complete information on staffing carried out under delegated staffing authority. Similarly, employees who believe that their right to fair and non-discriminatory treatment has been infringed upon should be able to have their complaints resolved within their own departments.

However, employees may take both appeals and complaints to the Appeals and Investigations Branch if they are not satisfied with their department's decision, or if the issue requires independent review.

### Appeals

In 1982, the number of appeals decreased by 17.8 per cent: 2 885 in 1982 compared to 3 511 in 1981. The number of selection processes against which appeals were lodged also decreased: 1 644 in 1982 compared to 1 800 in 1981.

Of the 2 885 appeals filed in 1982, 2 813 were against selection processes under section 21 of the *Act*, and 72 were against recommendations to demote or release employees under section 31 of the *Act*. The percentage of appeals allowed against selection processes remained constant in 1981 and 1982, at 13.6 per cent.

The number of appeal board decisions rendered this year decreased by 15.3 per cent: 1 402 in 1982 compared to 1 655 in 1981. Of the 1 402 decisions, 999 or 71.3 per cent were rendered within 10 working days of the appeal hearing. The registrar's office required an average of 18 working days after the appeal expiry date to schedule a case, compared to an average of 22 working days in 1981.

Over the past few years, a fluctuation in the number of appeals has been noted. Although it is difficult to explain these changes, this year's decrease is probably due in part to the Commission's policy on disclosure of information, to the restraint program which resulted in fewer selection processes, and to the fact that Canada Post employees are no longer subject to the *Act*.

### Appeal Boards

The Commission is responsible for applying the criteria set out in the *Public Service Employment Act* for establishing appeal boards. Recently, it reviewed its procedures for handling complaints intended as appeals, since appeal boards have sometimes been established where they were not warranted. Therefore, the Commission has determined the following conditions for establishing appeal boards.

- For an appointment or proposed appointment by closed competition, the appeal must be from an unsuccessful candidate and must be brought within the period specified by the Commission.
- For an appointment or proposed appointment by selection without competition, from within the Public Service, the person lodging an appeal must have received the Commission's opinion that his or her opportunity for advancement has been prejudicially affected. The appeal must also be brought within the period specified by the Commission.
- For a release or demotion, the deputy head must make a recommendation to the Commission, the employee must be notified in writing, and the employee must appeal within the period specified by the Commission.

From time to time, ambiguous cases will continue to arise. The Commission will consider them on a case-by-case basis. These conditions should ensure, however, that complaints are treated fairly, and that appeal boards are established where circumstances warrant.

### Appeal Board Decisions

Following are summaries of two 1982 appeal board decisions. The first concerns official languages policy, and the second, management's right to establish the experience required for a job.

*Valentine, P.  
(82-21-NHW-7)*

Although the appellant ranked first in the competition, she was found to be not qualified for the job, since she did not meet its language requirements, nor could she be temporarily excluded from meeting these requirements under the *Public Service Official Languages Exclusion Approval Order*. To be excluded, she would have had to demonstrate the aptitude for reaching the required level of French proficiency in the allotted time. This would have established her eligibility for language training at public expense. However, she was not able to do this.

The appellant argued that official languages policy and Commission procedures for assessing language aptitude made it virtually impossible for her and others in similar situations ever to be recognized as eligible for language training. In her view, this prevented her from being appointed to a position for which she was otherwise well-qualified.

The appeal board ruled that official languages policy on assessing language potential was neither unreasonable nor unfair. Under the exclusion approval order, certain people could be excluded from meeting the language requirements of a job, and the Commission had implemented a procedure to administer this order, which it was doing appropriately.

Mazur, M.  
(82-21-AGR-4X)

The statement of qualifications for the vacant position was reviewed, and the selected candidate was found to be the only person in the area of competition who met the basic requirements of the position. Thus the department proposed, and the Commission agreed, that the selected candidate be transferred to the position. At the time, she occupied an identical but term position.

Appeal rights were posted. On receiving the appellant's appeal document, the department interviewed him and found that he lacked experience needed to meet the basic requirements of the job. The appellant claimed that management had been unreasonable in not considering his rated qualifications. In his view, the selection board should have concluded that he had demonstrated broad experience closely related to both the content and functions of the job in question.

Based on related Federal Court decisions that upheld management's right to establish the experience required for a job, the appeal board ruled that the experience requirement determined by management, and the selection board's decision that the appellant did not meet this requirement, were perfectly reasonable. Therefore, the appeal was dismissed.

#### Federal Court Judgements

*Attorney General of Canada and Sharpe et al.*  
138 D.L.R. (3d) p. 159

The appeal board allowed an appeal against the transfer of an employee to a position similar to her own but in another city while an eligibility list existed to fill such a position. The employee's name did not and could not have appeared on this eligibility list. Two issues were before the Federal Court of Appeal:

- when an eligible list has been established for positions, can an employee whose name is not on the list be transferred to such a position in priority to persons on the eligible list; and
- alternatively, was the proposed transfer an appointment

The Court held that once a competition has been conducted in accordance with the Act, and an eligible list has been established to fill certain positions in a district as vacancies occur, the list cannot then be ignored by filling a position with someone who did not and could not participate in the competition. Thus the Court concluded that

the appeal board made no error in finding that the position should have been offered to the persons on the list, in order of merit. Given the above, the Court found it unnecessary to decide whether the transfer constituted an appointment.

*Attorney General of Canada and Greaves et al.*  
[1982] 1 F.C., p. 806

The appeal board allowed an appeal under paragraph 21(b) of the Act against an appointment without competition, on grounds that the selection violated the merit principle, since no consideration had been given to the qualifications of other persons.

One member of the Federal Court of Appeal held that the requirements of the merit principle are always the same. They do not vary with the method of selection chosen. A selection made "according to merit" means that the best persons possible will be found for the various positions in the Public Service.

Another member's words were to the effect that the merit principle is intended to achieve more than merely the appointment of qualified persons. Its purpose is to find the best qualified persons from among those who are available. It is an implication of section 21 of the Act that in a selection without competition, the person's qualifications must be compared to those of the persons whose opportunity for advancement would be prejudicially affected by the appointment. As a practical matter, such persons may be identified before a selection is made, and any oversight may be subsequently corrected.

Therefore the Court decided that the appeal board had a valid reason for allowing the appeal, since the qualifications of the selected person had never been compared in any way with those of other persons.

#### Investigations

The volume of complaints lodged with the Investigations Directorate in 1982 increased by 5 per cent over those lodged in 1981: 897 in 1982 compared to 857 in 1981. This increase occurred despite the fact that Canada Post employees are no longer subject to the *Public Service Employment Act*.

The directorate closed 524 cases during the year, an increase of 23 per cent over the volume of the previous year. In 1982, 19 per cent of cases were founded, 53 per cent were unfounded, and 28 per cent were otherwise resolved.

Several cases of particular significance are summarized below. They represent a cross-section of the cases submitted for investigation in 1982, and show the balance that must be maintained between the rights of management and individual rights.



In the first case, a senior employee of an agency challenged the propriety of his rejection on probation. The case was investigated and the rejection found to be warranted. However, a number of recommendations were made to the agency on the lack of communication between its management and personnel services, as revealed in the investigation. A lack of adequate policy and procedures for such rejections on probation was also noted, and recommendations were made to correct the situation.

In a second case, an alleged withdrawal of a job offer was investigated. Findings revealed that staffing practices in the department, including its policy on advertising methods, determination of area of competition, and selection methods, were at odds with Commission policies, procedures, and selection criteria. A new competition was requested, and recommendations were made to the department to eliminate the weaknesses noted.

In another case, a term employee complained that his term was not renewed and that he was considered personally unsuitable for the job, despite a good rating from his supervisor. Investigation revealed that due to the employee's previous criminal record, the department could not rehire him unless he obtained a pardon. The agency responsible for granting the pardon would not do so unless he showed proof of a firm prospect of permanent employment. The Investigations Directorate acted as mediator and arranged for the department and agency to clarify the status of the employee. He obtained a pardon, and his name was placed on the eligible list for the next available position for which he was qualified.

In the final case, a term employee complained that his employment was terminated before the normal end of his term. Investigation showed that the termination was an improper lay-off. The department agreed to revise its approach to the termination of term employees, and compensation was arranged for the wages lost by the complainant.

### Anti-Discrimination

In 1982, the Anti-Discrimination Directorate received 329 complaints, an increase of 8 per cent over the 305 complaints received in 1981. The directorate handled 505 cases, an increase of 19 per cent over the 426 cases handled in the previous year. It closed 233 investigation files, an increase of 37 per cent over the 170 investigations closed in 1981. The largest number of complaints of discrimination were (in the same order as in 1981) on the proscribed grounds of:

- race, colour, and national origin
- sex
- age and
- disability.

Following is a selection of cases investigated by the directorate this year.

An employee complained that management discriminated against her on grounds of age and sex, and harassed her into accepting a voluntary demotion. Upon investigation it was learned that although the employee was rated as fully satisfactory, concerns had been expressed about her error rate in processing documents, and her work had been monitored for six weeks. Her error rate decreased to within the range of errors of other employees. In spite of this improvement, management told the employee she would be demoted for incompetence unless she requested a "voluntary" demotion. Subsequently, the employee became disabled and could not perform her job.

The Anti-Discrimination Directorate upheld the employee's complaint of discrimination, since no other employee had been similarly treated, proper procedures had not been followed, and grounds for demotion were insufficient. She received retroactive reinstatement, full back pay and other benefits, and a commitment by management to reinstate and relocate her when she could work.

In another case, an employee complained that she was denied promotion because of discrimination based on sex and classification level. Investigation revealed that the CR-4 employee ranked first on the eligible list of an AS-4 closed competition. Without publishing the results, the department cancelled the competition on the grounds that the screening criteria were too strict and the interview questions were poor. After a thorough review of the entire competition, the directorate concluded that the reasons for cancelling the competition were inadequate, and that the department had exceeded its authority in cancelling a competition after establishing a valid eligible list.

The directorate did not uphold the complaint of discrimination on the grounds of sex, but upheld the complainant's allegation that she was denied an appointment because the department would not agree to a promotion from a CR-4 to an AS-4 level. In the conciliated settlement, appeal rights were granted to all unsuccessful candidates in the competition, and the complainant was appointed retroactively from the day she would have been appointed.

## Training Public Servants

### 8 Language Training

Two major developments highlighted this year's activities. The Treasury Board and the Public Service Commission signed an agreement, The Official Languages Program Within the Public Service, which includes the division of language training roles and responsibilities between the two agencies. Also, amendments made to official languages policy in 1981 came into effect this year.

#### Division of Responsibilities

According to the agreement, the Treasury Board is basically responsible for developing objectives, policies, and guidelines, and for controlling language training activities. Responsibility for organizing and conducting these activities has been delegated to the Commission. Thus the Commission is responsible for providing language training and related technical and special services.

The Commission is not, however, the only agency involved in providing these services. Since 1977, the Treasury Board has gradually delegated responsibility for implementing official languages policy to departments, including provision of in-house language training services and choice of a supplier.

Since the Treasury Board has delegated responsibility to both the Commission and departments, close co-operation is required among all concerned to effectively plan language training activities, and to respond to the increasing number of requests for service. In the coming months, the Treasury Board and the Commission will define parameters for the delegation of authority, and will clarify the resulting responsibilities for the Commission. The Commission will, however, continue to play a major role, since it has acquired a wealth of experience in teaching adults a second language. Also, it is the only agency providing such services as the Advanced Language Training Program, technical and special assistance, and the assessment of language aptitude both for staffing purposes and for basic continuous courses offered by the Commission.

#### Implementation of 1981 Policy Amendments

In 1982, Commission activities were strongly influenced by two Treasury Board policy amendments. One amendment introduced the mandatory assessment of language aptitude of candidates for bilingual positions staffed on a "non-imperative" basis. The other assigned managers and candidates a more important role in the language training process.

The first amendment resulted in a marked increase in requests for the assessment of language aptitude. Its effects on staffing and changes to the assessment process are discussed in chapter 3.

The Commission also developed a new form for identifying language needs. Managers, already responsible for identifying bilingual positions and defining required levels of language proficiency, must now identify specific training needs with their employees, based on expected use of

the employee's second language. This will enable the Commission to tailor language training programs to more effectively meet the requirements of bilingual positions.

#### Advanced Language Training Program

As forecast in its 1981 annual report, the Commission launched the Advanced Language Training Program this year. Its purpose is to increase the number of bilingual employees with a high degree of proficiency in their second official language. Participants receive four months of training and are then given assignments which require them to use their second official language.

Strict selection criteria must be met for the program. Of 90 candidates referred by 29 departments, only 49 were chosen. Of these, 31 were anglophone and 18 francophone, and 38 men and 11 women. These participants represent occupational groups and levels ranging from AS-2 to EX-4.

In its first year of operation, the Advanced Language Training Program continued to develop a pedagogical structure, and established a resource centre to promote individual learning. The program constantly upgrades course content and methodology, and plans to implement an integrated system to assess student progress.

#### Enrolment in Language Training

Enrolment in basic continuous full-time courses remained stable in 1982: 3 098 this year compared to 3 017 in 1981. Enrolment in other types of courses increased markedly, from 7 775 in 1981 to 10 160 in 1982. This increase resulted largely from increased demand for special courses and evening courses in the regions, and for English courses in the National Capital Region.

#### Departmental Program

The Commission offers part-time French courses\* to approximately 60 departments in the National Capital Region, in classrooms provided by participating departments. A letter of agreement signed with each department or group of departments outlines the nature of the services provided and the responsibilities of those involved.

The Commission also upgraded eligibility criteria for these courses, to ensure maximum use of its pedagogical resources and to improve the level of student achievement. From now on, students taking basic courses must commit themselves to a minimum of 8 hours of training a week. Some students take up to 20 hours of weekly training.

In addition, students taking development courses must demonstrate the knowledge required to participate in these courses. The Commission has revised the content of all development courses, in an effort to better meet the needs of departments.

\* Part-time English courses in the National Capital Region are provided by the Regional Program of the Language Training Program Branch.

## 9 Professional Training

This year, the Public Service Commission continued to provide high-quality training and training support services in line with Treasury Board policy and the recommendations of its Staff Training Council. The purpose of these services is to support departmental efforts to meet employment-related training needs that are essential for improving occupational skills in the Public Service.

### Courses and Training Assistance Services

Since 1980, the 98 basic courses offered by the Commission have been grouped into nine categories, representing areas in which public servants must be knowledgeable to accomplish job-related tasks. In 1982, 498 courses were conducted for more than 10 200 participants. The following list gives the breakdown of courses by area of knowledge and percentage for 1981 and 1982.

	1981	1982
	%	%
Management Orientation	1,9	6,6
Management Theory and Practices	18,2	25,3
Electronic Data Processing	11,3	17,7
Financial Management	13,4	16,7
Materiel Management	2,4	3,2
Government Systems	0,0	0,2
Personnel Management	20,5	27,1
Systems Approach to Training	0,0	0,2
Individual Development	32,3	3,0

In the area of individual development, a new pre-retirement workshop was developed for senior managers and executives. Four of these workshops were held in the National Capital Region in 1982, for 82 participants. In addition, under an agreement with Carleton University and the University of Ottawa, 175 public servants took 11 evening courses to promote individual development. These courses focused mainly on oral and written communication.

### Management Orientation Programs

Management orientation programs for members of the Management Category began in November 1981. Since January 1982, 210 people have participated in the senior managers' program, 281 in the executives' program, and 34 in the assistant deputy ministers' program. Teaching modules are continually reviewed and amended by the development team. These programs will also undergo major changes once the current analysis of tasks performed by the Management Category is completed, and current departmental feedback and future needs are taken into account.

Management orientation programs for middle managers and supervisors were also conducted this year. These programs, to be mandatory in April 1984, were offered seven times for 161 public servants. Twenty-eight departments have already obtained the documentation needed to conduct these courses themselves.

### Training for Trainers

In 1982, the Commission developed three courses based on a systems approach to training, a logical method of ordering and arranging various training stages. The purpose of this approach is both to assist in administration of long and complex processes by subdividing them into smaller units, and to provide managers with a detailed testing plan.

One of these courses, *Conduct of Training Activities*, was presented in November 1982 for 24 participants from three departments. The other two courses, *Analysis and Design of Training Activities* and *Evaluation and Validation of Training Activities*, will be conducted in the fall of 1983.

### Quality Control

As stated in its 1981 annual report, the Commission has established a team to validate courses, control their quality, and analyse the duties performed at all levels of management. Its first task was to develop the systems approach to training and produce a reference manual for departments and agencies. This team is currently analysing the duties of members of the Management Category, middle managers, and supervisors, based on a sample of 5 500 public servants from a total work-force of approximately 45 000.

In future, the Commission will develop courses based not only on the duties performed by the target clientele, but also on the principles of the systems approach to training. At present, 10 courses are being restructured in line with this approach. Although this development is currently behind schedule, it should be back on target in 1983.

### Balanced Budget

As in 1981, the Commission succeeded in balancing its budget for overall operations financed by the staff training and development revolving fund. Commission managers achieved this by adopting special measures for expenditure control, and by ensuring maximum use of internal human resources and available space. In addition, the Treasury Board continues to fund activities for which the Commission cannot recover full costs.

### Special Projects

The Commission is currently working with the Treasury Board to define measurable standards of performance for specialized instructors and personnel officers who conduct training courses. The two agencies are also preparing an audit manual for departmental training and development programs.



## Internal Management

The budget of the Public Service Commission for 1982/1983 (figures 1, 2 and 3) totalled 106.8 M\$ and 2 607 person-years, compared to 97.2 M\$ and 2 593 person-years in 1981/1982. The increase of 9.6 M\$ consists of 9.7 M\$ in general price increases, 2.6 M\$ for the Northern Careers Program formerly administered by Indian and Northern Affairs Canada, and 1.5 M\$ for recruitment advertising, offset by a decrease of 3.7 M\$ previously used for operating the Staff Development Branch and 0.5 M\$ for the Career Orientation Program. The net increase of 14 person-years consists mainly of an increase from the Commission's new responsibility for the Northern Careers Program, offset by a reduction in the Staff Development Branch.

### Management Practices and Processes

During the year, measures were taken to strengthen the Commission's internal management processes. A resource justification policy was developed to ensure a more consistent approach to determining resource requirements in the Commission, and to respond to Treasury Board requirements for multi-year operational plans. The Commission also participated in the Reform of the Estimates project, and published its first Part III of the Estimates (Program Expenditure Plan) in the spring of 1982.

A policy on program evaluation was established to govern the program evaluation activities in the Commission. This approach acknowledges the close inter-relationship between Commission and Treasury Board responsibilities in personnel management. In addition, at year-end the Commission was collaborating with the Treasury Board Secretariat in evaluating the planning and management of language training.

The Commission's management systems and controls were also reviewed by the Office of the Comptroller General as part of its Improvement in Management Practices and Controls program. Areas requiring further work were identified to improve the Commission's internal management processes. An action plan, to be reviewed with the Comptroller General and which responds to its observations, was being developed at the end of the year.

In 1982, advertising and travel budgets were reduced by 423 000 \$, in response to the Treasury Board's freeze on travel and advertising for the Public Service. In addition, the Chairman, as chief executive officer, requested that senior managers reduce their expenses. This request was in response to restraint measures announced by the Treasury Board in September 1982 to reduce departmental overhead expenses, particularly those of a discretionary nature. Thus managers reviewed discretionary expenses and reported savings or deferral of expenses in the first nine months of 1982/1983 amounting to 711 703 \$ in non-salary expenditure. Examples of such savings follow.

- reducing discretionary travel costs 75 500 \$
- reorganizing telephone equipment 8 900 \$

- cancelling planned attendance at conferences 29 000 \$
- cancelling subscriptions to newspapers and periodicals 6 300 \$
- reducing printing costs of publications by cancelling or modifying some of these, and distributing publications more efficiently 172 590 \$
- scrutinizing the need to buy office equipment and furnishings, and identifying alternate solutions 224 200 \$

Finally, the chief executive officer encouraged managers to continue this control of overhead expenses, by scrutinizing expenses and reporting quarterly on efforts and results in reducing discretionary costs.

### Internal Audit

Following a Performance Assurance Review of the Internal Audit Directorate by the Comptroller General in late 1981, the Commission responded to all recommendations and has taken steps to resolve most issues. The 1981 annual report identified some of these steps as having been approved for implementation and 1982 as the year for making these changes. To meet the standards of the Comptroller General, the internal audit reporting relationship, a policy on the Audit Committee, and procedures for follow-up audit activities were clarified.

In 1982, a comprehensive audit of the Staffing Programs Branch was completed. The Commission began a program of functional audits covering financial, administrative, and personnel management activities; and conducted its first follow-up audit project, on the Language Training Program Branch.

### Public Affairs

Recruitment advertising was analysed to find a more cost-effective way of informing Canadians about public service job opportunities, while maintaining a strong positive image of the Public Service. A new advertising format for implementation in 1983 is expected to reduce the cost of job advertising by 25 per cent.

### Human Resources

To further the Commission's strategy of improving departmental staffing and career management, changes were made to the mechanisms used in the Personnel Directorate. During 1982, the Personnel Directorate reviewed its operations and organizational structure to ensure a more effective integration of personnel services for managers of the Commission. This review was also designed to identify improved operational methods to respond to managerial requirements, and to determine the feasibility of developing knowledge and experience in more than one personnel function among the directorate's personnel administrators. The results of this study are now being reviewed and the approved recommendations will be implemented in 1983.

### **Equality of Access**

While working as a central agency to improve participation of under-represented groups throughout the Public Service, the Commission has also been working to improve participation of these groups in its own organization. Particular emphasis has been placed on participation of women in the Management Category, and on increasing participation of disabled and indigenous people at all levels in the Commission.

Measures have been taken to eliminate unnecessary obstacles to employment in the Commission for members of under-represented groups, and to ensure that, where qualified, applicants from these groups are considered for all competitions in the Commission. Women now represent 7 per cent of the Executive Group and 12 per cent of the Senior Management Group.

### **Employer/Employee Relations**

During 1982, the Commission continued its efforts to maintain good relations both with its employees and with representatives of the bargaining agents. The Departmental Joint Consultation Committee and the joint consultation committee of each branch met to exchange points of view on matters of mutual interest. The Departmental Joint Consultation Committee met twice during the year and discussed such items as health and safety in the workplace, the compressed work-week in the Commission, and the Commission's approach to performance review. Consultation committees in a number of branches also met regularly throughout the year. During the year a number of internal personnel management policies and procedures were developed, on such subjects as the compressed work-week, part-time work, and authorization of employee leave.

### **Personnel Data Systems**

The Commission participated with the Treasury Board, Statistics Canada, and Supply and Services Canada in a project to establish a common Government of Canada Population Reporting File. Data from this file will be used for reporting federal employment statistics. As part of this effort, criteria were established for defining and reconciling the different populations as set out in various acts and regulations on federal employment.

The Commission assigned two full-time staff members to the task force to establish the Personnel Data Administration Centre in the Advisory Bureau for Computing, Supply and Services Canada. This centre will be responsible for:

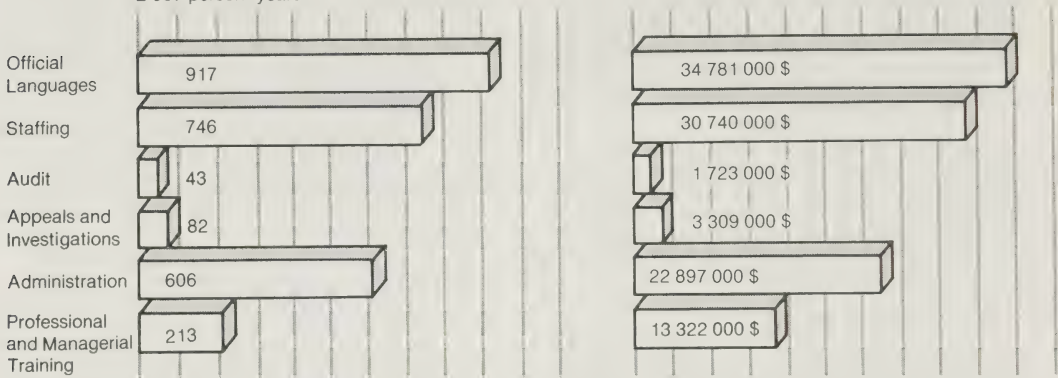
- developing and operating a personnel data pool;
- managing data holdings and collection methods; and
- developing, planning, and co-ordinating the efforts of the Treasury Board and the Commission to reduce the burden on departments of central agency personnel information systems.



**Figure 1****Person-years and funds of the Public Service Commission by major activity, 1982**

2 607 person-years

106 772 000 \$



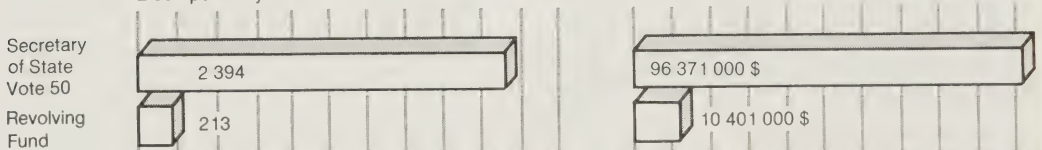
Note: Funds allocated to professional and managerial training include a subsidy of 2 921 000 \$ for the revolving fund. A revolving fund is an authorization to draw money from the Consolidated Revenue Fund as working capital for prescribed purposes. The money drawn

should not exceed a certain amount at any one time and may be spent on a continuing basis. The fund is maintained through returns on expenditures.

**Figure 2****Source of person-years and funds of the Public Service Commission, 1982**

2 607 person-years

106 772 000 \$



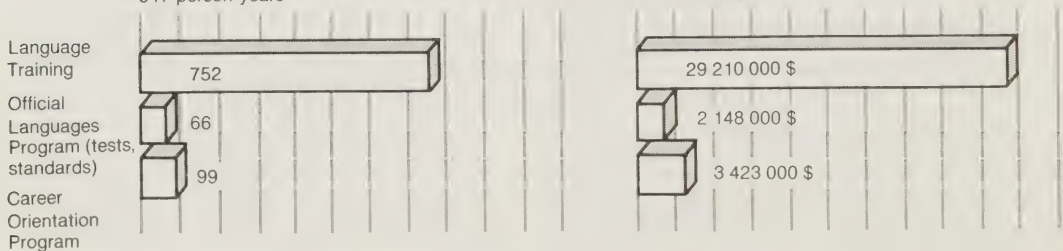
Note: The total for Secretary of State Vote 50 includes a subsidy of 2 921 000 \$ for the revolving fund and a special Treasury Board

allotment of 10 person-years and 97 606 \$ for the Student Summer and Youth Employment Program.

**Figure 3****Person-years and funds of the Public Service Commission for official language activities, 1982**

917 person-years

34 781 000 \$



Note: From 1 April to 30 September 1982, 9 person-years were transferred to other departments under the Career Orientation Program.

## Facts to Note

### Population

- The number of employees rose from 215 643 in 1981 to 222 582 in 1982, an increase of 3,2 per cent (table 1).
- The officer categories grew from 102 127 in 1981 to 107 342 in 1982, an increase of 5,1 per cent. The Administrative Support Category grew from 68 123 in 1981 to 70 757 in 1982, an increase of 3,9 per cent (table 10).
- The number of women in the Public Service rose from 84 801 in 1981 to 89 922 in 1982, an increase of 6,0 per cent. The percentage of women rose from 39,3 per cent in 1981 to 40,4 per cent in 1982 (table 10), an increase of 1,1 per cent.
- The number of francophones in the Public Service rose from 56 044 in 1981 to 59 099 in 1982, an increase of 5,5 per cent. The percentage of francophones rose from 26,4 per cent in 1981 to 26,8 per cent in 1982 (table 11), an increase of 0,4 per cent.
- The number of employees in the National Capital Region rose from 68 563 in 1981 to 72 042 in 1982, an increase of 5,1 per cent. The percentage of employees in the National Capital Region rose from 31,8 per cent in 1981 to 32,4 per cent in 1982 (table 14), an increase of 0,6 per cent.

### Appointments

- Total appointments declined from 115 017 in 1981 to 100 041 in 1982, a decrease of 13,0 per cent (table 29), mainly in indeterminate appointments.
- The proportion of appointments for a specified period increased from 40,9 per cent in 1981 to 47,9 per cent in 1982 (table 29).
- Lateral transfers (redeployments) declined from 36 229 in 1981 to 21 172 in 1982 (table 30), a decrease of 41,6 per cent.
- Reappointments for a specified period rose from 27 007 in 1981 to 34 289 in 1982, an increase of 27,0 per cent (table 30).
- Appointments of Administrative Support Category employees accounted for 47,3 per cent of total appointments (table 30).
- Employee mobility (table 31):  
93,7 per cent of appointments were within the same department  
87,8 per cent of appointments were within the same group or subgroup  
49,5 per cent of appointments were from one specified period position to another.
- Appointments to bilingual positions (imperative staffing) rose from 8 051 in 1981 to 10 178 in 1982, an increase of 26,4 per cent (table 36).

### Separations

- Resignations (table 48) declined from 14 859 in 1981 to 8 387 in 1982, a decrease of 43,6 per cent.
- Total separations (table 48) and lay-offs (table 46) declined from 26 864 in 1981 to 20 274 in 1982, a decrease of 24,5 per cent.

### Appeals

- Appeals declined from 3 511 in 1981 to 2 885 in 1982, a decrease of 17,8 per cent (table 42).

### Developmental Training

- The number of participants in developmental training courses declined from 13 069 in 1981 to 10 251 in 1982, a decrease of 21,6 per cent (table 53).

### Language Training

- The number of participants in language training courses other than basic continuous full-time day courses rose from 7 775 in 1981 to 10 160 in 1982, an increase of 30,7 per cent (table 55).

## Explanatory Notes

### Population Coverage

This section of the annual report gives detailed statistical information on federal government employees subject to the *Public Service Employment Act*. The data on these employees are broken down by type of employment, department, location, sex, language group, salary group, age group, and occupational group and category. Data on appointments, separations, appeals, professional and managerial training, and language training are also included.

The Public Service as defined here does not include:

- employees appointed under the *Public Service Employment Act* for a specified period of under six months;
- people appointed by the Governor in Council, such as deputy heads and ministerial staff;
- members of the Royal Canadian Mounted Police (RCMP) and the Canadian Armed Forces; and
- employees of Crown corporations such as Air Canada, and certain federal agencies such as the National Research Council Canada.

However, it does include civilian employees working for National Defence and public service employees working for the RCMP.

Total federal employment for 1982 is 583 752\* (page 44). Public service employees, as defined in this report, make up 38,1 per cent of this total (page 45).

Various acts and regulations include different federal government employee populations. For example, each of the following acts sets out different but overlapping populations:

- the *Public Service Staff Relations Act*;
- the *Financial Administration Act*;
- the *Public Service Employment Act*;
- the *Public Service Superannuation Act* and other superannuation acts; and
- the *Official Languages Act*.

The employee population of this report is published in accordance with the qualifications of the population coverage as stated in subchapter 045-2 of the *Personnel Management Manual* and in the corresponding system users' manual or documentation.

Differences in population given by the Public Service Commission, the Treasury Board Secretariat, and Statistics Canada can be attributed to timing and population definition. For example, the Commission includes Management Category employees on leave without pay. Therefore, comparisons between data in this report and data in other publications, such as those of Statistics Canada and the Treasury Board Secretariat, should be made with caution, as they may be based on different populations.

For example, the Commission reports the number of employees on strength at the end of a year. This data should not be confused with a "person-year," which is the employment of one person for one full year or its equivalent. The "person-years" reported by the Treasury Board Secretariat in the *Estimates* represent an annual resource allotment that a department may use. The "person on strength" used by the Commission expresses the way in which human resource needs have been met, and gives information on the demographic characteristics of various populations.

### Population Changes

The population subject to the *Public Service Employment Act* changes from year to year, as a result of inclusion or exclusion of commissions, agencies, and particular types or groups of employees.

### Canada Post

In 1981, Canada Post became a Crown corporation not subject to the *Act*. This removed some 60 000 employees from the population of the Public Service.

### Management Category

Population data for the Management Category have changed, as a result of the conversion of the Senior Executive (SX) and SX equivalent level positions to the Executive (EX) Group, and to the establishment of the Senior Management (SM) Group. While most of the EX conversion is complete, conversion to the SM Group is still in progress. Population data for each of these groups will continue to change until the conversion is complete, at which time it is expected that the Management Category will comprise some 4 000 members.

Because the SM conversion had just begun in 1981, data were given only for the EX Group last year. In 1982, data are given for the SM as well as for the EX Groups. These changes, plus changes in definition of types of appointments in the Management Category, have produced variations in population and appointment data.

### Appointment Changes

The implementation of the Report on Staffing Transaction form has required identification criteria different from those previously used.

\* Source: Federal Government Employment (Catalogue 72-004), Statistics Canada



Acting appointments, ranging from about 12 000 in 1981 to about 9 000 in 1982, are not included in the total number of appointments and promotions, to present an accurate picture of the number of true promotions in the Public Service.

The number of lateral transfers within departments has been affected by the Commission's decision not to consider most of these transfers as appointments.

The number of appointments to the Public Service in 1982, plus the number of employees in 1981, minus the separations in 1982 does not equal the 1982 population figure. This is because over the last few years, there have been between 10 000 and 15 000 initial appointments to the Public Service for specified periods of under six months that were not recorded for practical administrative reasons. However, if these employees are reappointed and complete the initial six-month period, they are considered as having been appointed from within the Public Service.

### **Sources of Data**

Each year, new efforts are made to monitor the appointment data from departments. New data systems are introduced to monitor areas where information is required, and statistics are compiled from a variety of sources.

### **Population and Appointment**

Population statistics come from the Common Government of Canada Population Reporting File, based on payroll information from Supply and Services Canada on 31 December 1982. Population data on the Management Category are based on data in the Commission's Management Resources Information System. On 31 December 1982, the Supply and Services Canada Incumbent System identified 3 340 employees in the Management Category, while the Commission's Management Resources Information System identified 3 175. This difference of 165 people consists mainly of employees in the Scientific and Professional and the Administrative and Foreign Service Categories who had already been converted to the Management Category in the one system but not yet in the other, due to a time lag in the exchange of data between the two systems. In general, appointments, lay-offs, appeals, and training data are based on Commission records.

### **Language Group**

For population and separation data, the first official language of employees comes from payroll and superannuation records of Supply and Services Canada. Language data for the Management Category are based on Commission records.

As of January 1981, appointment data collected on the Report on Staffing Transaction forms are compiled according to employees' first official language and are stored in the related computer system, the Appointment Information Management System. In 1982, the appointment documents of 608 employees did not include a first official language.

To reduce the number of cases of unknown first official language in population and separation statistics, data are sometimes obtained from other sources, such as the Official Languages Information System. In 1982, this reduced the number of unknown cases to approximately 2 000. In the tables, all calculations and percentages on language groups are based on the known population rather than on the actual total.

### **Separations**

Information on releases for incompetence or incapacity and on revocations of appointment is based on Commission records. Information on other separations comes from the Incumbent System discussed below.

### **Data Systems**

#### **Incumbent System**

The Supply and Services Canada Incumbent System used for the Common Government of Canada Population Reporting File gives personnel information and data on federal government employees. This information is available on a service-wide basis for the Treasury Board Secretariat and other central agencies, and includes all departments under the jurisdiction of each central agency.

The Incumbent System provides information for human resource planning, mobility studies, research, population statistics, and other areas of personnel management. It was developed and introduced in early 1980 to replace the Master Output Support system as the primary source of information on government employees.

#### **Management Resources Information System**

In July 1981, the Commission introduced the Management Resources Information System. This system was developed and designed in close co-operation with selected departments and the Treasury Board Secretariat, and plays a major role in personnel management and administration of the Management Category.

It maintains information, both computerized and hard copy, on approximately 26 000 public service employees at senior levels and on 2 000 junior personnel administrators. As well, the system contains information on applicants to the Management Category from outside the Public Service. In 1983, junior financial administrators will also be included in the system. Data are collected from 12 different sources, including the employee, management, and other public service systems such as the Treasury Board's Senior Personnel Information System.

#### **Appointment Information Management System**

The source of data for all annual report appointment tables is the Appointment Information Management System, which stores data supplied by departments on Report on Staffing Transaction forms.

In January 1981, the Commission replaced the Staffing Action Form, used since 1975, with the Report on Staffing Transaction and its related computer system, the Appointment Information Management System. The major benefits of this system are a simplified form for departments to complete, more accurate and more timely data, on-line access to data, cross-checks with data previously collected, and flexibility for upgrading the system.

### Central Priorities Statistical Record

This system was established in late 1978 as a more reliable source of statistics on statutory and administrative priorities. A statutory priority is an entitlement to consideration for appointment before general applicants. It is set out in legislation, and includes people such as those returning from leaves of absence and those who have been laid off. An administrative priority is a similar entitlement to consideration for appointment, but based on Commission policy rather than on legislation. This includes people such as those notified of surplus status and those who were unsuccessful in their language training.

In 1982, administrative priority was extended to surplus or laid off employees who accepted lower-level positions, and to employees who relocated with their spouses. Since 1979, data on lay-offs have come from this Central Priorities Statistical Record rather than from separation documents.

## Staffing Glossary

### General

- **Appointment to the Public Service**  
An appointment made from the general public or from a government agency not subject to the *Public Service Employment Act*.
- **Appointment within the Public Service**  
An appointment, within or between departments, made in a department or agency subject to the *Public Service Employment Act*.
- **Employee Mobility**  
The movement of an employee either within or between departments, or where either the occupational group or subgroup changes, or the type of employment changes, such as from specified period to indeterminate.

### Types of Appointments

- **Promotion**  
An appointment of an employee to a position at a higher level in the same occupational group or subgroup, or in another group or subgroup for which the maximum rate of pay is greater than that of the employee's former position.
- **Lateral Transfer**  
An appointment of an employee to a position in the same occupational group, subgroup, and level; or in another group or subgroup for which the maximum rate of pay is the same as that of the employee's former position.

- **Downward Transfer**

An appointment of an employee to a position at a lower level in the same occupational group or subgroup, or in another group or subgroup for which the maximum rate of pay is lower than that of the employee's former position.

- **Demotion**

An appointment of an employee to a position for which the maximum rate of pay is lower than that of the employee's former position. This action is taken for reasons of incompetence or incapacity, and is based on a departmental recommendation under section 31 of the *Act*.

- **Reappointment for an Additional Term**

An appointment of a term employee to a position in the same occupational group, subgroup, and level; where the new appointment is for a specified period; and the total time under the specified period of employment amounts to six months or more in the same position.

- **Reclassification**

An appointment of an employee to a position that has been re-evaluated; where the occupational category, group, subgroup, or level changes from the position's previous classification.

### Types of Employment

- **Indeterminate**  
Part-time or full-time employment with no fixed duration.
- **Specified Period**  
Part-time or full-time employment for a predetermined period (a term employee). In this report, the Commission includes only term employees with specified periods of employment of over six months.
- **Seasonal**  
Part-time or full-time employment for certain parts of the year only.
- **Full-Time**  
The employment of a person ordinarily required to work the standard weekly hours set out in the relevant collective bargaining agreement, or where one is not applicable, set out by the employer.
- **Part-Time (under the *Public Service Employment Act*)**  
The employment of a person ordinarily required to work more than one-third of the standard daily or weekly hours established for people doing similar work (effective 1 January 1981).
- **Part-Time (excluded from the *Public Service Employment Act*)**  
The employment of a person ordinarily not required to work more than one-third of the standard daily or weekly hours established for people doing similar work (effective 1 January 1981).



### Types of Selection Processes

- **Selection with Competition**  
A selection process where either a competition poster or inventory is used to identify candidates.
- **Selection without Competition**  
A selection process consisting of a reclassification, lateral transfer, downward transfer, promotion, or priority appointment.
- **Open Competition**  
A competition open to people from within and outside the Public Service.
- **Closed Competition**  
A competition open only to people employed in the Public Service. Prospective candidates are invited to apply for positions advertised by poster, or are identified from an inventory of eligible employees.

### Appeal and Selection Process

- **Appealable Selection Process**  
Selection process which is subject to appeal under section 21 of the Act.
- **Appealed Selection Process**  
Appealable selection process against which at least one appeal has been lodged.
- **Disposition of Appeals**  
The course of action after an appeal has been lodged against a selection process. An appeal may or may not be allowed. Appeals not allowed may be dismissed or otherwise disposed of by an appeal board, with or without an oral hearing, either because the appellant withdrew the appeal or had no right to appeal.

### Official Languages and Staffing

- **Linguistic Status of a Position**  
The linguistic requirements of a position: bilingual, English essential, French essential, or English or French essential.
- **Linguistic Status of an Incumbent**  
The employee's status in meeting the linguistic requirements of a bilingual position: "met," "must meet," or "not required to meet."
- **Bilingual Position (Imperative Staffing)**  
A position whose linguistic requirements must be met by the candidate upon appointment.
- **Bilingual Position (Non-Imperative Staffing)**  
A position to which candidates who have not met the linguistic requirements may be appointed, if they:
  - are eligible for language training at public expense;
  - have satisfied the Commission that they have the ability to succeed in language training; and

— agree in writing to meet the language requirements of the position within the specified time or, if unable to do so, to accept a transfer to a position for which they are qualified.

- **Bilingual Position (Linguistic Requirement Suspended)**  
A position whose linguistic requirement is suspended either for candidates 55 years of age or over, or on humanitarian grounds.
- **Linguistic Profile**  
The levels of language proficiency required in both official languages in four abilities: reading, writing, understanding, and speaking.

### Separations

- **Separation**  
The termination of a person's employment in the part of the Public Service to which the Commission has the exclusive right and authority to appoint.
- **Release for Incompetence or Incapacity**  
The termination of a person's employment, under subsection 31(1) of the Act, "where an employee, in the opinion of the deputy head, is incompetent in performing the duties of the position he occupies or is incapable of performing those duties." This is recommended to the Commission by the deputy head, and can be appealed by the employee to a board established by the Commission.
- **Lay-Off**  
The termination of a person's employment, under subsection 29(1) of the Act, "where the services of an employee are no longer required because of lack of work or because of discontinuance of a function." Under these circumstances, the deputy head may lay off the employee, in accordance with Commission regulations. This decision is not subject to appeal.

### Glossary of Terms—Management Category

#### General

- **Management Category**  
An occupational category composed of two groups. Personnel in these groups are responsible for policy development; program formulation and delivery; design and operation of management processes; and management of personnel, finances, and public affairs.
- **Executive (EX) Group**  
The senior group of the Management Category, consisting of five levels and including assistant deputy ministers.
- **Senior Management (SM) Group**  
The group immediately below the Executive Group in the Management Category, consisting of one level.

### Types of Appointments

- **Promotion**  
An appointment of an employee to a position at a higher level in the same occupational group, or in another group for which the maximum rate of pay is greater than that of the employee's former position.
- **Redeployment**  
Appointment of Management Category employees within and between departments, where the employee's group and level remain the same.
- **Downward Transfer**  
An appointment of an employee to a position at a lower level in the same occupational group, or in another group for which the maximum rate of pay is lower than that of the employee's former position.
- **Demotion**  
An appointment of an employee to a position for which the maximum rate of pay is lower than that of the employee's former position. This action is taken for reasons of incompetence or incapacity, and is based on a departmental recommendation under section 31 of the *Act*.

### Federal Government Employment, December 1982

#### Statistics Canada:

Federal government employment reported by Statistics Canada **583 752**

#### Less:

Government enterprise employees	136 383	
DND military personnel	82 888	
Canada Post employees	77 963	
RCMP uniformed personnel	18 685	
Employees of other corporations and agencies for which Treasury Board is not the employer	33 632	
	349 551	-349 551

#### Treasury Board:

Federal public service workforce for which Treasury Board is the employer\* **234 201**

#### Plus:

Public Service Staff Relations Board	168	
Northern Careers Program, Public Service Commission	49	
	217	+217

#### Less:

Other employees not appointed by the Public Service Commission	1 835	
Term employees appointed for under 6 months	10 001	
	11 836	- 11 836

#### Public Service Commission:

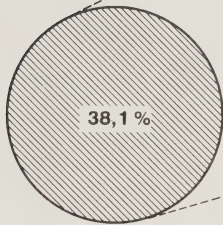
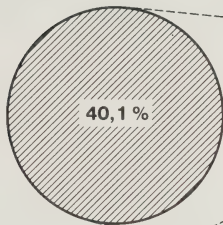
Federal government employment reported by the Public Service Commission **222 582**

\* Departments and agencies listed in schedule I, part 1 of the *Public Service Staff Relations Act*.

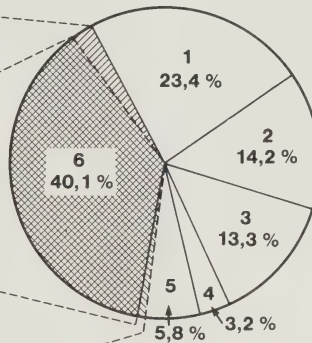
## Federal Government Employment—December 1982

(Viewed by Statistics Canada, the Treasury Board, and the Public Service Commission)

### Treasury Board universe



### Public Service Commission universe



Statistics Canada  
universe  
100 %

### Legend

- 1 Government enterprises
- 2 DND military personnel
- 3 Canada Post
- 4 RCMP uniformed personnel
- 5 Employees of other corporations and agencies for which Treasury Board is not the employer
- 6 Federal public service workforce for which Treasury Board is the employer (departments and agencies listed in schedule 1, part 1 of the *Public Service Staff Relations Act*)



# Population

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**Table 1**

## Type of employment

Number of employees, by type of employment, 1981 and 1982

Type of employment	1981	1982
Full-time		
• Indeterminate	197 187	203 262
• Seasonal	1 432	1 326
• Specified period	14 546	14 798
<b>Total</b>	<b>213 165</b>	<b>219 386</b>
Part-time		
• Indeterminate	1 775	2 366
• Seasonal	80	97
• Specified period	621	732
<b>Total</b>	<b>2 476</b>	<b>3 195</b>
<b>Grand total*</b>	<b>215 643</b>	<b>222 582</b>

\*Includes 2 employees in 1981 and 1 in 1982 whose type of employment was not specified on pay documents.

Note: Employees hired for periods of less than six months have been excluded from the tables. In December 1982, their number was 10 001.

Source: Department of Supply and Services



**Table 2****Geographic area (Canada and outside Canada) and sex**

Number and percentage of employees, by geographic area and sex, 1981 and 1982

Geographic area	1981				1982			
	Men	Women		Total <sup>a</sup>	Men	Women		Total <sup>a</sup>
		No.	%			No.	%	
Newfoundland	3 967	1 256	24,0	5 223	3 997	1 373	25,6	5 370
Prince Edward Island	1 059	443	29,5	1 502	1 108	530	32,4	1 638
Nova Scotia	10 545	3 510	25,0	14 056	10 391	3 631	25,9	14 023
New Brunswick	4 681	2 505	34,9	7 186	4 782	2 668	35,8	7 450
Quebec (except NCR)	20 058	11 106	35,6	31 167	19 915	11 551	36,7	31 466
Quebec (NCR)	8 425	7 572	47,3	15 997	8 791	8 231	48,4	17 022
Ontario (except NCR)	21 258	14 644	40,8	35 903	21 311	15 348	41,9	36 660
Ontario (NCR)	29 295	23 270	44,3	52 566	30 216	24 804	45,1	55 020
Manitoba	5 659	4 372	43,6	10 031	5 712	4 626	44,7	10 338
Saskatchewan	3 398	2 464	42,0	5 862	3 380	2 608	43,6	5 988
Alberta	7 351	4 983	40,4	12 335	7 625	5 396	41,4	13 021
British Columbia	12 514	7 085	36,1	19 599	12 797	7 603	37,3	20 400
Yukon	435	464	51,6	899	448	495	52,5	943
Northwest Territories	877	737	45,7	1 614	842	666	44,2	1 508
Outside Canada	1 313	390	22,9	1 703	1 343	392	22,6	1 735
<b>Total</b>	<b>130 835</b>	<b>84 801</b>	<b>39,3</b>	<b>215 643</b>	<b>132 658</b>	<b>89 922</b>	<b>40,4</b>	<b>222 582</b>

<sup>a</sup>Includes 7 employees in 1981 and 2 in 1982 whose sex was not specified on pay documents.

Source: Department of Supply and Services

**Table 3****Geographic area (Canada and outside Canada) and language group**

Number and percentage of employees, by geographic area and language group, 1981 and 1982

Geographic area	1981					1982				
	Anglophones	Francophones		Anglo- phones and Franco- phones	Total <sup>a</sup>	Anglophones	Francophones		Anglo- phones and Franco- phones	Total <sup>a</sup>
		No.	%				No.	%		
Newfoundland	5 115	34	0,7	5 149	5 223	5 261	49	0,9	5 310	5 370
Prince Edward Island	1 392	88	5,9	1 480	1 502	1 511	111	6,8	1 622	1 638
Nova Scotia	13 466	375	2,7	13 841	14 056	13 471	444	3,2	13 915	14 023
New Brunswick	5 551	1 549	21,8	7 100	7 186	5 606	1 752	23,8	7 358	7 450
Quebec (except NCR)	2 260	28 602	92,7	30 862	31 167	2 044	29 212	93,5	31 256	31 466
Quebec (NCR)	9 226	6 707	42,1	15 933	15 997	9 634	7 344	43,3	16 978	17 022
Ontario (except NCR)	34 212	1 332	3,7	35 544	35 903	34 837	1 563	4,3	36 400	36 660
Ontario (NCR)	35 820	16 211	31,2	52 031	52 566	37 359	17 331	31,7	54 690	55 020
Manitoba	9 544	234	2,4	9 778	10 031	9 853	284	2,8	10 137	10 338
Saskatchewan	5 413	56	1,0	5 469	5 862	5 678	56	1,0	5 734	5 988
Alberta	11 964	189	1,6	12 153	12 335	12 671	239	1,9	12 910	13 021
British Columbia	19 036	184	1,0	19 220	19 599	20 019	209	1,0	20 228	20 400
Yukon	807	8	1,0	815	899	898	13	1,4	911	943
Northwest Territories	1 427	58	3,9	1 485	1 614	1 418	58	3,9	1 476	1 508
Outside Canada	1 273	417	24,7	1 690	1 703	1 290	434	25,2	1 724	1 735
<b>Total</b>	<b>156 506</b>	<b>56 044</b>	<b>26,4</b>	<b>212 550</b>	<b>215 643</b>	<b>161 550</b>	<b>59 099</b>	<b>26,8</b>	<b>220 649</b>	<b>222 582</b>

<sup>a</sup>Includes 3 093 employees in 1981 and 1 933 in 1982 whose first official language was not specified. See Explanatory Notes.

Source: Department of Supply and Services

Table 4

**Department and sex**

Number and percentage of employees, by department and sex, 1981 and 1982

Department	1981				1982			
	Men	Women		Total <sup>a</sup>	Men	Women		Total <sup>a</sup>
		No.	%			No.	%	
National Defence (civilian)	24 070	10 317	30,0	34 389	23 700	10 496	30,7	34 197
National Revenue (Customs and Excise, Taxation)	13 750	11 379	45,3	25 129	13 879	11 927	46,2	25 806
Employment and Immigration	9 340	13 551	59,2	22 892	9 563	14 851	60,8	24 414
Transport	16 456	3 516	17,6	19 974	16 966	3 909	18,7	20 875
Environment	7 657	2 554	25,0	10 211	7 881	2 831	26,4	10 712
Supply and Services	4 968	4 892	49,6	9 860	4 981	5 079	50,5	10 060
Correctional Service of Canada	7 922	2 058	20,6	9 980	7 743	2 153	21,8	9 896
Agriculture	7 038	2 398	25,4	9 436	7 126	2 592	26,7	9 718
National Health and Welfare	3 288	5 407	62,2	8 695	3 291	5 713	63,4	9 004
Public Works	6 518	1 966	23,2	8 485	6 616	2 055	23,7	8 672
Indian Affairs and Northern Development	2 875	2 838	49,7	5 713	2 922	3 026	50,9	5 948
Fisheries and Oceans	4 011	1 288	24,3	5 300	4 204	1 400	25,0	5 604
Statistics Canada	2 137	2 408	53,0	4 545	2 201	2 505	53,2	4 706
Energy, Mines and Resources	2 860	1 220	29,9	4 080	3 190	1 473	31,6	4 663
Veterans Affairs	1 822	2 309	55,9	4 131	1 769	2 328	56,8	4 097
External Affairs	1 984	1 238	38,4	3 222	2 535	1 487	37,0	4 022
Royal Canadian Mounted Police <sup>b</sup>	706	2 923	80,5	3 629	707	2 996	80,9	3 703
Secretary of State of Canada	1 089	1 948	64,1	3 037	1 156	2 026	63,7	3 182
Public Service Commission	1 019	1 491	59,4	2 510	983	1 508	60,5	2 491
Consumer and Corporate Affairs	1 263	873	40,9	2 136	1 382	1 017	42,4	2 399
Communications	1 364	777	36,3	2 141	1 453	800	35,5	2 253
Industry, Trade and Commerce	1 523	950	38,4	2 473	1 016	778	43,4	1 794
Justice	557	668	54,5	1 225	587	719	55,1	1 306
Canadian International Development Agency	584	496	45,9	1 080	608	539	47,0	1 147
Regional Economic Expansion	630	527	45,5	1 157	581	470	44,7	1 051
National Museums of Canada	558	380	40,5	938	564	412	42,2	976
Finance	360	312	46,4	672	419	382	47,7	801
Labour	394	419	51,5	813	369	424	53,5	793
Treasury Board (Secretariat)	414	342	45,2	756	429	364	45,9	793
Canadian Grain Commission	616	166	21,2	782	610	173	22,1	783
Public Archives of Canada	444	311	41,2	755	452	325	41,8	777
Canadian Transport Commission	450	297	39,8	747	455	311	40,6	766
National Library of Canada	146	370	71,7	516	162	386	70,4	548
National Energy Board	240	144	37,5	384	268	163	37,8	431
Canadian Radio-television and Telecommunications Commission	208	185	47,1	393	216	195	47,4	411
Privy Council Office	118	168	58,7	286	134	196	59,4	330
Canadian Pension Commission	110	197	64,2	307	100	226	69,3	326
Solicitor General	112	128	53,3	240	118	149	55,8	267
National Parole Board	72	174	70,7	246	70	180	72,0	250
Insurance	122	61	33,3	183	130	72	35,6	202
Veterans' Land Administration	78	76	49,4	154	87	101	53,7	188
Prairie Farm Rehabilitation Administration	85	85	50,0	170	93	90	49,2	183
Treasury Board (Office of the Comptroller General)	116	66	36,3	182	117	65	35,7	182
Public Service Staff Relations Board	76	83	52,2	159	79	89	53,0	168
Ministry of State for Economic Development	40	51	56,0	91	82	82	50,0	164

Table 4 cont'd

Department	1981				1982			
	Men	Women		Total <sup>a</sup>	Men	Women		Total <sup>a</sup>
		No.	%			No.	%	
Science and Technology	78	82	51,3	160	79	78	49,7	157
Federal Court	71	70	49,6	141	67	83	55,3	150
Office of the Commissioner of Official Languages	55	71	56,3	126	58	76	56,7	134
Foreign Investment Review Agency	74	55	42,6	129	75	58	43,6	133
Canadian Human Rights Commission	44	73	62,4	117	46	75	62,0	121
Bureau of Pensions Advocates	45	69	60,5	114	35	63	64,3	98
Office of the Secretary to the Governor General	33	46	58,2	79	37	54	59,3	91
Canada Labour Relations Board	27	42	60,9	69	28	50	64,1	78
Ministry of State for Social Development	24	31	56,4	55	31	42	57,5	73
Office of the Chief Electoral Officer	26	19	42,2	45	42	25	37,3	67
Federal-Provincial Relations Office	32	39	54,9	71	33	33	50,0	66
Supreme Court	26	27	50,9	53	30	33	52,4	63
Immigration Appeal Board	18	31	63,3	49	18	35	66,0	53
Law Reform Commission of Canada	10	25	71,4	35	11	31	73,8	42
International Joint Commission	20	16	44,4	36	18	20	52,6	38
Tax Review Board	11	22	66,7	33	11	22	66,7	33
Tariff Board	14	12	46,2	26	13	12	48,0	25
Office of the Coordinator, Status of Women	0	17	100,0	17	0	21	100,0	21
Canadian Intergovernmental Conference Secretariat	10	12	54,5	22	8	10	55,6	18
Restrictive Trade Practices Commission	4	12	75,0	16	6	12	66,7	18
War Veterans Allowance Board	17	8	32,0	25	12	6	33,3	18
Pension Review Board	6	9	60,0	15	5	12	70,6	17
Office of the Commissioner for Federal Judicial Affairs	0	6	100,0	6	1	8	88,9	9
<b>Total</b>	<b>130 835</b>	<b>84 801</b>	<b>39,3</b>	<b>215 643</b>	<b>132 658</b>	<b>89 922</b>	<b>40,4</b>	<b>222 582</b>

<sup>a</sup> Includes 7 employees in 1981 and 2 in 1982 whose sex was not specified on pay documents.

<sup>b</sup> Employees under the *Public Service Employment Act*

Source: Department of Supply and Services



Table 5

**Department and language group**

Number and percentage of employees, by department and language group, 1981 and 1982

Department	1981					1982				
	Anglo- phones	Francophones		Anglo- phones and Franco- phones	Total <sup>a</sup>	Anglo- phones	Francophones		Anglo- phones and Franco- phones	Total <sup>a</sup>
		No.	%				No.	%		
National Defence (civilian)	27 400	6 557	19,3	33 957	34 389	27 330	6 648	19,6	33 978	34 197
National Revenue (Customs and Excise, Taxation)	18 749	6 297	25,1	25 046	25 129	19 208	6 566	25,5	25 774	25 806
Employment and Immigration	15 092	7 540	33,3	22 632	22 892	16 057	8 045	33,4	24 102	24 414
Transport	15 333	4 255	21,7	19 588	19 974	16 192	4 581	22,1	20 773	20 875
Environment	8 302	1 824	18,0	10 126	10 211	8 612	2 043	19,2	10 655	10 712
Supply and Services	6 120	3 682	37,6	9 802	9 860	6 136	3 839	38,5	9 975	10 060
Correctional Service of Canada	6 722	3 187	32,2	9 909	9 980	6 706	3 172	32,1	9 878	9 896
Agriculture	7 370	1 924	20,7	9 294	9 436	7 576	2 032	21,1	9 608	9 718
National Health and Welfare	6 673	1 825	21,5	8 498	8 695	6 898	1 969	22,2	8 867	9 004
Public Works	6 104	2 294	27,3	8 398	8 485	6 342	2 266	26,3	8 608	8 672
Indian Affairs and Northern Development	4 346	731	14,4	5 077	5 713	4 753	816	14,7	5 569	5 948
Fisheries and Oceans	4 771	508	9,6	5 279	5 300	4 965	629	11,2	5 594	5 604
Statistics Canada	2 862	1 514	34,6	4 376	4 545	3 015	1 612	34,8	4 627	4 706
Energy, Mines and Resources	3 233	837	20,6	4 070	4 080	3 589	1 065	22,9	4 654	4 663
Veterans Affairs	2 624	1 492	36,2	4 116	4 131	2 598	1 477	36,2	4 075	4 097
External Affairs	2 256	937	29,3	3 193	3 222	2 891	1 104	27,6	3 995	4 022
Royal Canadian Mounted Police <sup>b</sup>	2 856	751	20,8	3 607	3 629	2 870	820	22,2	3 690	3 703
Secretary of State of Canada	903	2 133	70,3	3 036	3 037	1 005	2 176	68,4	3 181	3 182
Public Service Commission	923	1 536	62,5	2 459	2 510	953	1 515	61,4	2 468	2 491
Consumer and Corporate Affairs	1 421	711	33,3	2 132	2 136	1 533	855	35,8	2 388	2 399
Communications	1 547	592	27,7	2 139	2 141	1 590	660	29,3	2 250	2 253
Industry, Trade and Commerce	1 928	508	20,9	2 436	2 473	1 386	392	22,0	1 778	1 794
Justice	811	396	32,8	1 207	1 225	873	428	32,9	1 301	1 306
Canadian International Development Agency	519	558	51,8	1 077	1 080	542	605	52,7	1 147	1 147
Regional Economic Expansion	768	380	33,1	1 148	1 157	669	371	35,7	1 040	1 051
National Museums of Canada	658	279	29,8	937	938	671	304	31,2	975	976
Finance	448	215	32,4	663	672	527	269	33,8	796	801
Labour	599	212	26,1	811	813	565	228	28,8	793	793
Treasury Board (Secretariat)	480	267	35,7	747	756	529	261	33,0	790	793
Canadian Grain Commission	718	39	5,2	757	782	719	44	5,8	763	783
Public Archives of Canada	474	280	37,1	754	755	486	291	37,5	777	777
Canadian Transport Commission	522	224	30,0	746	747	537	227	29,7	764	766
National Library of Canada	334	176	34,5	510	516	352	196	35,8	548	548
National Energy Board	330	51	13,4	381	384	360	67	15,7	427	431
Canadian Radio-television and Telecommunications Commission	197	189	49,0	386	393	205	203	49,8	408	411
Privy Council Office	156	128	45,1	284	286	173	154	47,1	327	330
Canadian Pension Commission	247	59	19,3	306	307	244	80	24,7	324	326
Solicitor General	163	65	28,5	228	240	180	80	30,8	260	267
National Parole Board	145	98	40,3	243	246	150	100	40,0	250	250
Insurance	142	41	22,4	183	183	153	48	23,9	201	202
Veterans' Land Administration	137	16	10,5	153	154	166	20	10,8	186	188
Prairie Farm Rehabilitation Administration	117	0	0,0	117	170	150	0	0,0	150	183
Treasury Board (Office of the Comptroller General)	128	54	29,7	182	182	133	49	26,9	182	182
Public Service Staff Relations Board	76	72	48,6	148	159	79	78	49,7	157	168
Ministry of State for Economic Development	58	28	32,6	86	91	107	49	31,4	156	164
Science and Technology	98	62	38,8	160	160	96	61	38,9	157	157
Federal Court	62	40	39,2	102	141	67	57	46,0	124	150
Office of the Commissioner of Official Languages	30	96	76,2	126	126	31	102	76,7	133	134
Foreign Investment Review Agency	99	30	23,3	129	129	108	25	18,8	133	133
Canadian Human Rights Commission	80	37	31,6	117	117	79	39	33,1	118	121



Table 5 cont'd

Department	1981					1982				
	Anglo- phones	Francophones		Anglo- phones and Franco- phones	Total <sup>a</sup>	Anglo- phones	Francophones		Anglo- phones and Franco- phones	Total <sup>a</sup>
		No.	%				No.	%		
Bureau of Pensions Advocates	95	19	16,7	114	114	80	18	18,4	98	98
Office of the Secretary to the Governor General	32	42	56,8	74	79	39	51	56,7	90	91
Canada Labour Relations Board	25	44	63,8	69	69	29	49	62,8	78	78
Ministry of State for Social Development	35	20	36,4	55	55	43	30	41,1	73	73
Office of the Chief Electoral Officer	7	38	84,4	45	45	16	51	76,1	67	67
Federal-Provincial Relations Office	44	27	38,0	71	71	33	33	50,0	66	66
Supreme Court	16	24	60,0	40	53	21	32	60,4	53	63
Immigration Appeal Board	33	15	31,3	48	49	34	18	34,6	52	53
Law Reform Commission of Canada	13	21	61,8	34	35	17	25	59,5	42	42
International Joint Commission	6	0	0,0	6	36	13	0	0,0	13	38
Tax Review Board	14	19	57,6	33	33	13	20	60,6	33	33
Tariff Board	5	4	44,4	9	26	7	4	36,4	11	25
Office of the Coordinator, Status of Women	6	6	50,0	12	17	12	7	36,8	19	21
Canadian Intergovernmental Conference Secretariat	6	15	71,4	21	22	4	14	77,8	18	18
Restrictive Trade Practices Commission	8	8	50,0	16	16	10	8	44,4	18	18
War Veterans Allowance Board	19	6	24,0	25	25	13	5	27,8	18	18
Pension Review Board	10	5	33,3	15	15	9	8	47,1	17	17
Office of the Commissioner for Federal Judicial Affairs	1	4	80,0	5	6	1	8	88,9	9	9
<b>Total</b>	<b>156 506</b>	<b>56 044</b>	<b>26,4</b>	<b>212 550</b>	<b>215 643</b>	<b>161 550</b>	<b>59 099</b>	<b>26,8</b>	<b>220 649</b>	<b>222 582</b>

<sup>a</sup> Includes 3 093 employees in 1981 and 1 933 in 1982 whose first official language was not specified. See Explanatory Notes.

<sup>b</sup> Employees under the *Public Service Employment Act*

Source: Department of Supply and Services

**Table 6****Age and sex**

Number and percentage of employees, by age group and sex, 1981 and 1982

Age group	1981				1982			
	Men		Women		Men		Women	
			No.	%			No.	%
Under 20	497	1 475	74,8	1 973	378	1 028	73,1	1 406
20—24	6 502	12 677	66,1	19 179	6 395	12 350	65,9	18 745
25—29	16 458	17 919	52,1	34 378	16 135	18 825	53,8	34 960
30—34	22 917	14 923	39,4	37 841	22 915	16 744	42,2	39 659
35—39	17 787	9 453	34,7	27 240	19 904	11 229	36,1	31 134
40—44	14 111	7 377	34,3	21 489	14 965	8 103	35,1	23 068
45—49	14 081	6 567	31,8	20 650	14 028	6 908	33,0	20 936
50—54	14 765	6 128	29,3	20 894	14 912	6 199	29,4	21 112
55—59	14 618	5 416	27,0	20 034	13 567	5 391	28,4	18 958
60—64	8 960	2 806	23,8	11 766	9 246	3 073	24,9	12 319
65 and over	136	44	24,4	180	207	61	22,8	268
<b>Total<sup>b</sup></b>	<b>130 835</b>	<b>84 801</b>	<b>39,3</b>	<b>215 643</b>	<b>132 658</b>	<b>89 922</b>	<b>40,4</b>	<b>222 582</b>

<sup>a</sup>Includes 7 employees in 1981 and 2 in 1982 whose sex was not specified on pay documents.<sup>b</sup>Includes 19 employees in 1981 and 17 in 1982 whose birthdate was not specified on superannuation documents.

Source: Department of Supply and Services

**Table 7****Age and language group**

Number and percentage of employees, by age group and language group, 1981 and 1982

Age group	1981					1982				
	Anglophones	Francophones		Anglo- phones and Franco- phones	Total <sup>a</sup>	Anglophones	Francophones		Anglo- phones and Franco- phones	Total <sup>a</sup>
		No.	%				No.	%		
Under 20	1 175	748	38,9	1 923	1 973	830	519	38,5	1 349	1 406
20—24	12 119	6 543	35,1	18 662	19 179	11 992	6 465	35,0	18 457	18 745
25—29	23 161	10 612	31,4	33 773	34 378	23 416	11 161	32,3	34 577	34 960
30—34	26 505	10 778	28,9	37 283	37 841	27 646	11 683	29,7	39 329	39 659
35—39	19 509	7 389	27,5	26 898	27 240	22 396	8 520	27,6	30 916	31 134
40—44	16 031	5 164	24,4	21 195	21 489	17 132	5 744	25,1	22 876	23 068
45—49	15 775	4 643	22,7	20 418	20 650	16 047	4 752	22,8	20 799	20 936
50—54	16 202	4 479	21,7	20 681	20 894	16 328	4 642	22,1	20 970	21 112
55—59	16 219	3 637	18,3	19 856	20 034	15 339	3 508	18,6	18 847	18 958
60—64	9 660	2 028	17,4	11 688	11 766	10 189	2 071	16,9	12 260	12 319
65 and over	137	21	13,3	158	180	223	32	12,5	255	268
<b>Total<sup>b</sup></b>	<b>156 506</b>	<b>56 044</b>	<b>26,4</b>	<b>212 550</b>	<b>215 643</b>	<b>161 550</b>	<b>59 099</b>	<b>26,8</b>	<b>220 649</b>	<b>222 582</b>

<sup>a</sup>Includes 3 093 employees in 1981 and 1 933 in 1982 whose first official language was not specified. See Explanatory Notes.<sup>b</sup>Includes 19 employees in 1981 and 17 in 1982 whose birthdate was not specified on superannuation documents.

Source: Department of Supply and Services

**Table 8****Salary and sex**

Number and percentage of full-time indeterminate employees, by salary group and sex, 1981 and 1982 in current dollars, and 1982 in constant dollars

Salary group <sup>b</sup>	1981				1982 (current dollars)			
	Men	Women		Total <sup>c</sup>	Men	Women		Total <sup>c</sup>
		No.	%			No.	%	
Less than 20 000 \$	34 059	51 887	60,4	85 949	19 503	37 154	65,6	56 658
20 000—29 999	55 806	19 020	25,4	74 828	57 792	34 151	37,1	91 944
30 000—39 999	20 228	2 888	12,5	23 117	26 801	5 719	17,6	32 520
40 000—49 999	10 201	527	4,9	10 728	14 214	1 185	7,7	15 399
50 000—59 999	2 110	69	3,2	2 179	5 244	229	4,2	5 473
60 000 and over	372	11	2,9	383	1 218	50	3,9	1 268
<b>Total<sup>d</sup></b>	<b>122 777</b>	<b>74 404</b>	<b>37,7</b>	<b>197 187</b>	<b>124 772</b>	<b>78 488</b>	<b>38,6</b>	<b>203 262</b>
Other <sup>e</sup>	8 058	10 397	56,3	18 456	7 886	11 434	59,2	19 320
<b>Grand total</b>	<b>130 835</b>	<b>84 801</b>	<b>39,3</b>	<b>215 643</b>	<b>132 658</b>	<b>89 922</b>	<b>40,4</b>	<b>222 582</b>

<sup>a</sup>The base period used for the calculation of the constant dollars is 1981 and the annual averages of the Consumer Price Index (CPI) published by Statistics Canada were used to determine the 1982 (expressed in 1981 constant dollars) distribution.

<sup>b</sup>Based on employee's annual rate of pay on December 31, 1982.

<sup>c</sup>Includes 7 employees in 1981 and 2 in 1982 whose sex was not specified on pay documents.

<sup>d</sup>Includes 3 employees in 1981 whose pay documents were incomplete.

<sup>e</sup>Consists of employees whose type of employment is other than full-time indeterminate.

Source: Department of Supply and Services

**Table 9****Salary and language group**

Number and percentage of full-time indeterminate employees, by salary group and language group, 1981 and 1982 in current dollars, and 1982 in constant dollars

Salary group <sup>b</sup>	1981					1982 (current dollars)				
	Anglophones	Francophones		Anglo- phones and Franco- phones	Total <sup>c</sup>	Anglophones	Francophones		Anglo- phones and Franco- phones	Total <sup>c</sup>
		No.	%				No.	%		
Less than 20 000 \$	60 503	24 356	28,7	84 859	85 949	39 647	16 641	29,6	56 288	56 658
20 000—29 999	55 066	19 037	25,7	74 103	74 828	67 026	24 452	26,7	91 478	91 944
30 000—39 999	17 600	5 318	23,2	22 918	23 117	23 994	8 361	25,8	32 355	32 520
40 000—49 999	8 762	1 852	17,4	10 614	10 728	12 321	3 017	19,7	15 338	15 399
50 000—59 999	1 823	322	15,0	2 145	2 179	4 583	848	15,6	5 431	5 473
60 000 and over	288	76	20,9	364	383	992	249	20,1	1 241	1 268
<b>Total<sup>d</sup></b>	<b>144 042</b>	<b>50 961</b>	<b>26,1</b>	<b>195 003</b>	<b>197 187</b>	<b>148 563</b>	<b>53 568</b>	<b>26,5</b>	<b>202 131</b>	<b>203 262</b>
Other <sup>e</sup>	12 464	5 083	29,0	17 547	18 456	12 987	5 531	29,9	18 518	19 320
<b>Grand total</b>	<b>156 506</b>	<b>56 044</b>	<b>26,4</b>	<b>212 550</b>	<b>215 643</b>	<b>161 550</b>	<b>59 099</b>	<b>26,8</b>	<b>220 649</b>	<b>222 582</b>

<sup>a</sup>The base period used for the calculation of the constant dollars is 1981 and the annual averages of the Consumer Price Index (CPI) published by Statistics Canada were used to determine the 1982 distribution (expressed in 1981 constant dollars).

<sup>b</sup>Based on employee's annual rate of pay on December 31, 1982.

<sup>c</sup>Includes 3 093 employees in 1981 and 1 933 in 1982 whose first official language was not specified. See Explanatory Notes.

<sup>d</sup>Includes 3 employees in 1981 whose pay documents were incomplete.

<sup>e</sup>Consists of employees whose type of employment is other than full-time indeterminate.

Source: Department of Supply and Services

1982 (constant dollars)<sup>a</sup>

Women

Men	No.	%	Total <sup>c</sup>
30 187	51 531	63,1	81 719
59 711	22 838	27,7	82 550
21 134	3 368	13,7	24 502
11 069	641	5,5	11 710
2 259	100	4,2	2 359
412	10	2,4	422
<b>124 772</b>	<b>78 488</b>	<b>38,6</b>	<b>203 262</b>
7 886	11 434	59,2	19 320
<b>132 658</b>	<b>89 922</b>	<b>40,4</b>	<b>222 582</b>

1982 (constant dollars)<sup>a</sup>

Francophones

Anglo-  
phones  
and  
Franco-  
phones

Anglophones	No.	%	Anglo- phones and Franco- phones	Total <sup>c</sup>
57 524	23 672	29,2	81 196	81 719
60 767	21 393	26,0	82 160	82 550
18 282	6 092	25,0	24 374	24 502
9 762	1 907	16,3	11 669	11 710
1 905	417	18,0	2 322	2 359
323	87	21,2	410	422
<b>148 563</b>	<b>53 568</b>	<b>26,5</b>	<b>202 131</b>	<b>203 262</b>
12 987	5 531	29,9	18 518	19 320
<b>161 550</b>	<b>59 099</b>	<b>26,8</b>	<b>220 649</b>	<b>222 582</b>



## Population and Occupational Categories

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Table 10

**Category, type of employment and sex**

Number and percentage of employees, by occupational category, type of employment and sex, 1981 and 1982

Occupational category	Type of employment	1981				1982			
		Men	Women		Total <sup>a</sup>	Men	Women		Total <sup>a</sup>
			No.	%			No.	%	
Management	Full-time								
	• Indeterminate	1 525	68	4,3	1 593	2 988	171	5,4	3 159
	• Seasonal	0	0	0,0	0	0	0	0,0	0
	• Specified period	7	0	0,0	7	15	1	6,3	16
	Total	1 532	68	4,3	1 600	3 003	172	5,4	3 175
	Part-time								
	• Indeterminate	0	0	0,0	0	0	0	0,0	0
	• Seasonal	0	0	0,0	0	0	0	0,0	0
	• Specified period	0	0	0,0	0	0	0	0,0	0
	Total	0	0	0,0	0	0	0	0,0	0
	<b>Total<sup>b</sup></b>	<b>1 532</b>	<b>68</b>	<b>4,3</b>	<b>1 600</b>	<b>3 003</b>	<b>172</b>	<b>5,4</b>	<b>3 175</b>
Scientific and Professional	Full-time								
	• Indeterminate	16 426	4 206	20,4	20 633	16 717	4 506	21,2	21 223
	• Seasonal	3	2	40,0	5	1	1	50,0	2
	• Specified period	468	343	42,3	811	587	395	40,2	982
	Total	16 897	4 551	21,2	21 449	17 305	4 902	22,1	22 207
	Part-time								
	• Indeterminate	21	177	89,4	198	25	212	89,5	237
	• Seasonal	0	0	0,0	0	0	0	0,0	0
	• Specified period	8	33	80,5	41	17	36	67,9	53
	Total	29	210	87,9	239	42	248	85,5	290
	<b>Total</b>	<b>16 926</b>	<b>4 762</b>	<b>22,0</b>	<b>21 689</b>	<b>17 347</b>	<b>5 150</b>	<b>22,9</b>	<b>22 497</b>
Administrative and Foreign Service	Full-time								
	• Indeterminate	35 735	14 852	29,4	50 588	35 657	16 478	31,6	52 135
	• Seasonal	7	2	22,2	9	3	3	50,0	6
	• Specified period	700	621	47,0	1 321	762	684	47,3	1 446
	Total	36 442	15 475	29,8	51 918	36 422	17 165	32,0	53 587
	Part-time								
	• Indeterminate	34	236	87,4	270	49	395	89,0	444
	• Seasonal	68	9	11,7	77	77	9	10,5	86
	• Specified period	12	31	72,1	43	31	36	53,7	67
	Total	114	276	70,8	390	157	440	73,7	597
	<b>Total</b>	<b>36 556</b>	<b>15 751</b>	<b>30,1</b>	<b>52 308</b>	<b>36 579</b>	<b>17 605</b>	<b>32,5</b>	<b>54 184</b>
Technical	Full-time								
	• Indeterminate	22 391	2 625	10,5	25 017	22 811	2 848	11,1	25 659
	• Seasonal	290	38	11,6	328	297	42	12,4	339
	• Specified period	816	353	30,2	1 169	906	341	27,3	1 247
	Total	23 497	3 016	11,4	26 514	24 014	3 231	11,9	27 245
	Part-time								
	• Indeterminate	3	31	91,2	34	4	41	91,1	45
	• Seasonal	0	0	0,0	0	0	0	0,0	0
	• Specified period	8	16	66,7	24	14	17	54,8	31
	Total	11	47	81,0	58	18	58	76,3	76
	<b>Total</b>	<b>23 508</b>	<b>3 063</b>	<b>11,5</b>	<b>26 572</b>	<b>24 032</b>	<b>3 289</b>	<b>12,0</b>	<b>27 321</b>
Total (officer categories)	Full-time								
	• Indeterminate	76 041	21 745	22,2	97 789	78 344	24 002	23,5	102 346
	• Seasonal	300	42	12,3	342	301	46	13,3	347
	• Specified period	1 989	1 318	39,9	3 307	2 264	1 420	38,5	3 684
	Total	78 330	23 105	22,8	101 438	80 909	25 468	23,9	106 377
	Part-time								
	• Indeterminate	59	444	88,3	503	80	648	89,0	728
	• Seasonal	68	9	11,7	77	77	9	10,5	86

Table 10 cont'd

Occupational category	Type of employment	1981				1982			
		Women				Women			
		Men	No.	%	Total <sup>a</sup>	Men	No.	%	Total <sup>a</sup>
	• Specified period	28	80	74,1	108	62	89	58,9	151
	Total	155	533	77,5	688	219	746	77,3	965
	<b>Total</b>	<b>78 485</b>	<b>23 639</b>	<b>23,1</b>	<b>102 127</b>	<b>81 128</b>	<b>26 214</b>	<b>24,4</b>	<b>107 342</b>
Administrative Support	Full-time								
	• Indeterminate	11 218	47 957	81,0	59 177	11 193	49 753	81,6	60 946
	• Seasonal	6	48	88,9	54	3	45	93,8	48
	• Specified period	1 220	6 514	84,2	7 734	1 319	6 891	83,9	8 210
	Total	12 444	54 519	81,4	66 965	12 515	56 689	81,9	69 204
	Part-time								
	• Indeterminate	25	770	96,9	795	40	1 067	96,4	1 107
	• Seasonal	0	2	100,0	2	0	1	100,0	1
	• Specified period	38	322	89,4	360	59	385	86,7	444
	Total	63	1 094	94,6	1 157	99	1 453	93,6	1 552
	<b>Total</b>	<b>12 507</b>	<b>55 614</b>	<b>81,6</b>	<b>68 123</b>	<b>12 615</b>	<b>58 142</b>	<b>82,2</b>	<b>70 757</b>
	Full-time								
	• Indeterminate	35 422	4 587	11,5	40 010	35 132	4 622	11,6	39 756
	• Seasonal	883	153	14,8	1 036	796	135	14,5	931
	• Specified period	3 247	246	7,0	3 494	2 687	215	7,4	2 902
	Total	39 552	4 986	11,2	44 540	38 615	4 972	11,4	43 589
	Part-time								
	• Indeterminate	141	336	70,4	477	158	373	70,2	531
	• Seasonal	0	1	100,0	1	2	8	80,0	10
	• Specified period	45	108	70,6	153	36	101	73,7	137
	Total	186	445	70,5	631	196	482	71,1	678
	<b>Total</b>	<b>39 738</b>	<b>5 431</b>	<b>12,0</b>	<b>45 171</b>	<b>38 811</b>	<b>5 454</b>	<b>12,3</b>	<b>44 267</b>
All categories <sup>c</sup>	Full-time								
	• Indeterminate	122 777	74 404	37,7	197 187	124 772	78 488	38,6	203 262
	• Seasonal	1 189	243	17,0	1 432	1 100	226	17,0	1 326
	• Specified period	6 465	8 080	55,5	14 546	6 271	8 527	57,6	14 798
	Total	130 431	82 727	38,8	213 165	132 143	87 241	39,8	219 386
	Part-time								
	• Indeterminate	225	1 550	87,3	1 775	278	2 088	88,3	2 366
	• Seasonal	68	12	15,0	80	79	18	18,6	97
	• Specified period	111	510	82,1	621	157	575	78,6	732
	Total	404	2 072	83,7	2 476	514	2 681	83,9	3 195
	<b>Grand total<sup>d</sup></b>	<b>130 835</b>	<b>84 801</b>	<b>39,3</b>	<b>215 643</b>	<b>132 658</b>	<b>89 922</b>	<b>40,4</b>	<b>222 582</b>

<sup>a</sup>Includes 7 employees in 1981 and 2 in 1982 whose sex was not specified on pay documents.

<sup>b</sup>The sum of the totals does not agree with the grand total; the difference is 42 in 1981 and 165 in 1982. See Explanatory Notes.

<sup>c</sup>Includes 222 employees in 1981 and 216 in 1982 whose positions are not classified in one of the six occupational categories.

<sup>d</sup>Includes 2 employees in 1981 and 1 in 1982 whose type of employment was not specified on pay documents.

Sources: Management Resources Information System (Management Category); Department of Supply and Services (all other categories)

Table 11

**Category, type of employment and language group**

Number and percentage of employees, by occupational category, type of employment and language group, 1981 and 1982

Occupational category	Type of employment	1981					1982				
		Anglo- phones	Francophones		Anglo- phones and Franco- phones	Total <sup>a</sup>	Anglo- phones	Francophones		Anglo- phones and Franco- phones	Total <sup>a</sup>
			No.	%				No.	%		
Management	Full-time										
	• Indeterminate	1 258	335	21,0	1 593	1 593	2 545	614	19,4	3 159	3 159
	• Seasonal	0	0	0,0	0	0	0	0	0,0	0	0
	• Specified period	6	1	14,3	7	7	12	4	25,0	16	16
	Total	1 264	336	21,0	1 600	1 600	2 557	618	19,5	3 175	3 175
	Part-time										
	• Indeterminate	0	0	0,0	0	0	0	0	0,0	0	0
	• Seasonal	0	0	0,0	0	0	0	0	0,0	0	0
	• Specified period	0	0	0,0	0	0	0	0	0,0	0	0
	Total	0	0	0,0	0	0	0	0	0,0	0	0
	<b>Total<sup>b</sup></b>	<b>1 264</b>	<b>336</b>	<b>21,0</b>	<b>1 600</b>	<b>1 600</b>	<b>2 557</b>	<b>618</b>	<b>19,5</b>	<b>3 175</b>	<b>3 175</b>
Scientific and Professional	Full-time										
	• Indeterminate	16 137	4 037	20,0	20 174	20 633	16 580	4 373	20,9	20 953	21 223
	• Seasonal	4	1	20,0	5	5	2	0	0,0	2	2
	• Specified period	607	154	20,2	761	811	720	214	22,9	934	982
	Total	16 748	4 192	20,0	20 940	21 449	17 302	4 587	21,0	21 889	22 207
	Part-time										
	• Indeterminate	147	48	24,6	195	198	174	59	25,3	233	237
	• Seasonal	0	0	0,0	0	0	0	0	0,0	0	0
	• Specified period	21	3	12,5	24	41	36	6	14,3	42	53
	Total	168	51	23,3	219	239	210	65	23,6	275	290
	<b>Total</b>	<b>16 917</b>	<b>4 243</b>	<b>20,1</b>	<b>21 160</b>	<b>21 689</b>	<b>17 512</b>	<b>4 652</b>	<b>21,0</b>	<b>22 164</b>	<b>22 497</b>
Administrative and Foreign Service	Full-time										
	• Indeterminate	36 368	13 768	27,5	50 136	50 588	37 245	14 646	28,2	51 891	52 135
	• Seasonal	7	1	12,5	8	9	5	1	16,7	6	6
	• Specified period	887	405	31,3	1 292	1 321	949	459	32,6	1 408	1 446
	Total	37 262	14 174	27,6	51 436	51 918	38 199	15 106	28,3	53 305	53 587
	Part-time										
	• Indeterminate	176	91	34,1	267	270	274	165	37,6	439	444
	• Seasonal	62	10	13,9	72	77	69	12	14,8	81	86
	• Specified period	32	9	22,0	41	43	40	17	29,8	57	67
	Total	270	110	28,9	380	390	383	194	33,6	577	597
	<b>Total</b>	<b>37 532</b>	<b>14 284</b>	<b>27,6</b>	<b>51 816</b>	<b>52 308</b>	<b>38 582</b>	<b>15 300</b>	<b>28,4</b>	<b>53 882</b>	<b>54 184</b>
Technical	Full-time										
	• Indeterminate	19 984	4 792	19,3	24 776	25 017	20 514	5 042	19,7	25 556	25 659
	• Seasonal	291	29	9,1	320	328	297	35	10,5	332	339
	• Specified period	905	234	20,5	1 139	1 169	934	285	23,4	1 219	1 247
	Total	21 180	5 055	19,3	26 235	26 514	21 745	5 362	19,8	27 107	27 245
	Part-time										
	• Indeterminate	20	12	37,5	32	34	29	14	32,6	43	45
	• Seasonal	0	0	0,0	0	0	0	0	0,0	0	0
	• Specified period	16	6	27,3	22	24	18	8	30,8	26	31
	Total	36	18	33,3	54	58	47	22	31,9	69	76
	<b>Total</b>	<b>21 216</b>	<b>5 073</b>	<b>19,3</b>	<b>26 289</b>	<b>26 572</b>	<b>21 792</b>	<b>5 384</b>	<b>19,8</b>	<b>27 176</b>	<b>27 321</b>
Total (officer categories)	Full-time										
	• Indeterminate	73 687	22 910	23,7	96 597	97 789	76 976	24 724	24,3	101 700	102 346
	• Seasonal	302	31	9,3	333	342	304	36	10,6	340	347
	• Specified period	2 402	794	24,8	3 196	3 307	2 610	960	26,9	3 570	3 684
	Total	76 391	23 735	23,7	100 126	101 438	79 890	25 720	24,4	105 610	106 377
	Part-time										
	• Indeterminate	344	151	30,5	495	503	479	238	33,2	717	728



Table 11 cont'd

Occupational category	Type of employment	1981					1982				
		Anglo-phones	Francophones		Anglo-phones and Francophones	Total <sup>a</sup>	Anglo-phones	Francophones		Anglo-phones and Francophones	Total <sup>a</sup>
			No.	%				No.	%		
	• Seasonal	62	10	13,9	72	77	69	12	14,8	81	86
	• Specified period	69	18	20,7	87	108	94	31	24,8	125	151
	Total	475	179	27,4	654	688	642	281	30,4	923	965
	<b>Total</b>	<b>76 867</b>	<b>23 914</b>	<b>23,7</b>	<b>100 781</b>	<b>102 127</b>	<b>80 532</b>	<b>26 001</b>	<b>24,4</b>	<b>106 533</b>	<b>107 342</b>
Administrative Support	Full-time										
	• Indeterminate	40 479	18 070	30,9	58 549	59 177	41 668	18 954	31,3	60 622	60 946
	• Seasonal	44	5	10,2	49	54	43	3	6,5	46	48
	• Specified period	4 778	2 773	36,7	7 551	7 734	5 144	2 874	35,8	8 018	8 210
	Total	45 301	20 848	31,5	66 149	66 965	46 855	21 831	31,8	68 686	69 204
	Part-time										
	• Indeterminate	474	221	31,8	695	795	625	387	38,2	1 012	1 107
	• Seasonal	2	0	0,0	2	2	0	1	100,0	1	1
	• Specified period	238	75	24,0	313	360	285	75	20,8	360	444
	Total	714	296	29,3	1 010	1 157	910	463	33,7	1 373	1 552
	<b>Total</b>	<b>46 016</b>	<b>21 144</b>	<b>31,5</b>	<b>67 160</b>	<b>68 123</b>	<b>47 765</b>	<b>22 294</b>	<b>31,8</b>	<b>70 059</b>	<b>70 757</b>
Operational	Full-time										
	• Indeterminate	29 772	9 908	25,0	39 680	40 010	29 810	9 813	24,8	39 623	39 756
	• Seasonal	804	165	17,0	969	1 036	727	184	20,2	911	931
	• Specified period	2 575	614	19,3	3 189	3 494	2 213	503	18,5	2 716	2 902
	Total	33 151	10 687	24,4	43 838	44 540	32 750	10 500	24,3	43 250	43 589
	Part-time										
	• Indeterminate	304	157	34,1	461	477	336	179	34,8	515	531
	• Seasonal	1	0	0,0	1	1	9	0	0,0	9	10
	• Specified period	62	68	52,3	130	153	48	47	49,5	95	137
	Total	367	225	38,0	592	631	393	226	36,5	619	678
	<b>Total</b>	<b>33 518</b>	<b>10 912</b>	<b>24,6</b>	<b>44 430</b>	<b>45 171</b>	<b>33 143</b>	<b>10 726</b>	<b>24,5</b>	<b>43 869</b>	<b>44 267</b>
All categories <sup>c</sup>	Full-time										
	• Indeterminate	144 042	50 961	26,1	195 003	197 187	148 563	53 568	26,5	202 131	203 262
	• Seasonal	1 150	201	14,9	1 351	1 432	1 074	223	17,2	1 297	1 326
	• Specified period	9 756	4 182	30,0	13 938	14 546	9 968	4 338	30,3	14 306	14 798
	Total	154 948	55 344	26,3	210 292	213 165	159 605	58 129	26,7	217 734	219 386
	Part-time										
	• Indeterminate	1 122	529	32,0	1 651	1 775	1 440	804	35,8	2 244	2 366
	• Seasonal	65	10	13,3	75	80	78	13	14,3	91	97
	• Specified period	369	161	30,4	530	621	427	153	26,4	580	732
	Total	1 556	700	31,0	2 256	2 476	1 945	970	33,3	2 915	3 195
	<b>Grand total<sup>d</sup></b>	<b>156 506</b>	<b>56 044</b>	<b>26,4</b>	<b>212 550</b>	<b>215 643</b>	<b>161 550</b>	<b>59 099</b>	<b>26,8</b>	<b>220 649</b>	<b>222 582</b>

<sup>a</sup>Includes 3 093 employees in 1981 and 1 933 in 1982 whose first official language was not specified. See Explanatory Notes.

<sup>b</sup>The sum of the totals does not agree with the grand total; the difference is 42 in 1981 and 165 in 1982. See Explanatory Notes.

<sup>c</sup>Includes 222 employees in 1981 and 216 in 1982 whose positions are not classified in one of the six occupational categories.

<sup>d</sup>Includes 2 employees in 1981 and 1 in 1982 whose type of employment was not specified on pay documents.

Sources: Management Resources Information System (Management Category); Department of Supply and Services (all other categories)

Table 12

## Category, group and sex

Number and percentage of employees, by occupational category, group and sex, 1981 and 1982

Occupational category	Group	1981				1982			
		Women				Women			
		Men	No.	%	Total <sup>a</sup>	Men	No.	%	Total <sup>a</sup>
Management	Executive (EX)	1 532	68	4,3	1 600	1 870	98	5,0	1 968
	Senior Management (SM)					1 133	74	6,1	1 207
	<b>Total<sup>b</sup></b>	<b>1 532</b>	<b>68</b>	<b>4,3</b>	<b>1 600</b>	<b>3 003</b>	<b>172</b>	<b>5,4</b>	<b>3 175</b>
Scientific and Professional	Actuarial Science (AC)	22	1	4,3	23	23	1	4,2	24
	Agriculture (AG)	285	19	6,3	304	276	30	9,8	306
	Architecture and Town Planning (AR)	316	26	7,6	342	329	36	9,9	365
	Auditing (AU)	2 822	160	5,4	2 982	2 822	185	6,2	3 007
	Biological Sciences (BI)	804	168	17,3	972	834	195	19,0	1 029
	Chemistry (CH)	316	76	19,4	392	318	89	21,9	407
	Defence Scientific Service (DS)	526	24	4,4	550	532	35	6,2	567
	Dentistry (DE)	51	3	5,6	54	50	3	5,7	53
	Economics, Sociology and Statistics (ES)	1 824	374	17,0	2 198	1 913	444	18,8	2 357
	Education (ED)	1 446	1 357	48,4	2 803	1 411	1 384	49,5	2 795
	Engineering and Land Surveying (EN)	2 439	49	2,0	2 489	2 683	74	2,7	2 757
	Forestry (FO)	95	1	1,0	96	111	3	2,6	114
	Historical Research (HR)	207	72	25,8	279	200	81	28,8	281
	Home Economics (HE)	0	44	100,0	44	0	50	100,0	50
	Law (LA)	498	135	21,3	633	518	167	24,4	685
	Library Science (LS)	174	336	65,9	510	175	351	66,7	526
	Mathematics (MA)	106	37	25,9	143	105	36	25,5	141
	Medicine (MD)	269	38	12,4	307	273	33	10,8	306
	Meteorology (MT)	543	27	4,7	570	530	27	4,8	557
	Nursing (NU)	121	1 444	92,3	1 565	143	1 494	91,3	1 637
	Occupational and Physical Therapy (OP)	4	31	88,6	35	3	35	92,1	38
	Pharmacy (PH)	49	10	16,9	59	48	10	17,2	58
	Physical Sciences (PC)	626	82	11,6	708	688	111	13,9	799
	Psychology (PS)	75	25	25,0	100	74	24	24,5	98
	Scientific Regulation (SG)	425	50	10,5	475	411	65	13,7	476
	Scientific Research (SE)	1 975	74	3,6	2 049	1 956	87	4,3	2 043
	Social Work (SW)	116	42	26,6	158	114	40	26,0	154
	University Teaching (UT)	238	8	3,3	246	244	9	3,6	253
	Veterinary Science (VS)	554	49	8,1	603	563	51	8,3	614
	<b>Total</b>	<b>16 926</b>	<b>4 762</b>	<b>22,0</b>	<b>21 689</b>	<b>17 347</b>	<b>5 150</b>	<b>22,9</b>	<b>22 497</b>
Administrative and Foreign Service	Administrative Services (AS)	5 637	3 645	39,3	9 282	5 838	4 296	42,4	10 134
	Administrative Trainee (AT)	125	136	52,1	261	112	133	54,3	245
	Commerce (CO)	1 743	148	7,8	1 891	1 832	213	10,4	2 045
	Computer Systems Administration (CS)	1 878	492	20,8	2 370	2 193	651	22,9	2 844
	Financial Administration (FI)	1 941	565	22,5	2 506	1 942	629	24,5	2 571
	Foreign Service (FS)	1 057	116	9,9	1 173	1 111	150	11,9	1 261
	Information Services (IS)	615	441	41,8	1 056	632	528	45,5	1 160
	Organization and Methods (OM)	729	167	18,6	896	738	193	20,7	931
	Personnel Administration (PE)	1 760	1 139	39,3	2 899	1 679	1 273	43,1	2 952
	Program Administration (PM)	17 654	7 484	29,8	25 138	17 172	7 994	31,8	25 166
	Purchasing and Supply (PG)	1 496	356	19,2	1 853	1 459	436	23,0	1 895
	Translation (TR)	629	618	49,6	1 247	615	622	50,3	1 237
	Welfare Programs (WP)	1 292	444	25,6	1 736	1 256	487	27,9	1 743
	<b>Total</b>	<b>36 556</b>	<b>15 751</b>	<b>30,1</b>	<b>52 308</b>	<b>36 579</b>	<b>17 605</b>	<b>32,5</b>	<b>54 184</b>

Table 12 cont'd

Occupational category	Group	1981				1982			
		Women			Total <sup>a</sup>	Women			Total <sup>a</sup>
		Men	No.	%		Men	No.	%	
Technical	Air Traffic Control (AI)	2 253	62	2,7	2 315	2 287	80	3,4	2 367
	Aircraft Operations (AO)	475	12	2,5	488	513	14	2,7	527
	Drafting and Illustration (DD)	1 531	236	13,4	1 767	1 547	232	13,0	1 779
	Educational Support (EU)	18	61	77,2	79	21	55	72,4	76
	Electronics (EL)	2 971	29	1,0	3 000	3 076	35	1,1	3 111
	Engineering and Scientific Support (EG)	6 390	1 147	15,2	7 537	6 438	1 168	15,4	7 606
	General Technical (GT)	2 231	301	11,9	2 532	2 376	361	13,2	2 737
	Photography (PY)	139	14	9,2	153	139	14	9,2	153
	Primary Products Inspection (PI)	2 644	172	6,1	2 816	2 634	176	6,3	2 810
	Radio Operations (RO)	1 141	68	5,6	1 209	1 173	90	7,1	1 263
	Ships' Officers (SO)	1 352	43	3,1	1 395	1 388	51	3,5	1 439
	Social Science Support (SI)	1 076	899	45,5	1 975	1 072	988	48,0	2 060
	Technical Inspection (TI)	1 287	19	1,5	1 306	1 368	25	1,8	1 393
	<b>Total</b>	<b>23 508</b>	<b>3 063</b>	<b>11,5</b>	<b>26 572</b>	<b>24 032</b>	<b>3 289</b>	<b>12,0</b>	<b>27 321</b>
Administrative Support	Clerical and Regulatory (CR)	10 820	38 693	78,1	49 515	10 909	40 725	78,9	51 634
	Communications (CM)	465	327	41,3	792	445	328	42,4	773
	Data Processing (DA)	831	2 348	73,9	3 179	848	2 473	74,5	3 321
	Office Equipment Operation (OE)	219	232	51,4	451	232	239	50,7	471
	Secretarial, Stenographic, Typing (ST)	172	14 014	98,8	14 186	181	14 377	98,8	14 558
	<b>Total</b>	<b>12 507</b>	<b>55 614</b>	<b>81,6</b>	<b>68 123</b>	<b>12 615</b>	<b>58 142</b>	<b>82,2</b>	<b>70 757</b>
Operational	Correction (CX)	4 292	131	3,0	4 423	4 228	173	3,9	4 401
	Firefighters (FR)	1 450	4	0,3	1 454	1 439	5	0,3	1 444
	General Labour and Trades (GL)	16 540	271	1,6	16 812	16 028	261	1,6	16 290
	General Services (GS)	8 172	3 343	29,0	11 515	7 984	3 352	29,6	11 337
	Heat, Power and Stationary Plant Operation (HP)	2 442	4	0,2	2 446	2 376	8	0,3	2 384
	Hospital Services (HS)	895	1 192	57,1	2 087	883	1 173	57,1	2 056
	Lightkeepers (LI)	409	2	0,5	411	404	2	0,5	406
	Printing Operations (PR)	813	438	35,0	1 251	790	426	35,0	1 216
	Ship Repair (SR)	2 594	8	0,3	2 602	2 504	10	0,4	2 514
	Ships' Crews (SC)	2 129	37	1,7	2 167	2 174	44	2,0	2 218
	<b>Total<sup>c</sup></b>	<b>39 738</b>	<b>5 431</b>	<b>12,0</b>	<b>45 171</b>	<b>38 811</b>	<b>5 454</b>	<b>12,3</b>	<b>44 267</b>
	<b>Grand total<sup>d</sup></b>	<b>130 835</b>	<b>84 801</b>	<b>39,3</b>	<b>215 643</b>	<b>132 658</b>	<b>89 922</b>	<b>40,4</b>	<b>222 582</b>

<sup>a</sup>Includes 7 employees in 1981 and 2 in 1982 whose sex was not specified on pay documents.

<sup>b</sup>The sum of the totals does not agree with the grand total; the difference is 42 in 1981 and 165 in 1982. See Explanatory Notes.

<sup>c</sup>Includes 3 employees in 1981 and 1 in 1982 whose group was not specified on pay documents.

<sup>d</sup>Includes 222 employees in 1981 and 216 in 1982 whose positions are not classified in one of the six occupational categories.

Sources: Management Resources Information System (Management Category); Department of Supply and Services (all other categories)



Table 13

**Category, group and language group**

Number and percentage of employees, by occupational category, group and language group, 1981 and 1982

Occupational category	Group	1981					1982				
		Anglo- phones	Francophones		Anglo- phones and Franco- phones	Total <sup>a</sup>	Anglo- phones	Francophones		Anglo- phones and Franco- phones	Total <sup>a</sup>
			No.	%				No.	%		
Management	Executive (EX)	1 264	336	21,0	1 600	1 600	1 554	414	21,0	1 968	1 968
	Senior Management (SM)						1 003	204	16,9	1 207	1 207
	<b>Total<sup>b</sup></b>	<b>1 264</b>	<b>336</b>	<b>21,0</b>	<b>1 600</b>	<b>1 600</b>	<b>2 557</b>	<b>618</b>	<b>19,5</b>	<b>3 175</b>	<b>3 175</b>
Scientific and Professional	Actuarial Science (AC)	13	10	43,5	23	23	12	12	50,0	24	24
	Agriculture (AG)	245	56	18,6	301	304	248	58	19,0	306	306
	Architecture and Town Planning (AR)	276	57	17,1	333	342	291	72	19,8	363	365
	Auditing (AU)	2 241	734	24,7	2 975	2 982	2 269	735	24,5	3 004	3 007
	Biological Sciences (BI)	847	118	12,2	965	972	886	136	13,3	1 022	1 029
	Chemistry (CH)	344	45	11,6	389	392	353	50	12,4	403	407
	Defence Scientific Service (DS)	444	103	18,8	547	550	452	115	20,3	567	567
	Dentistry (DE)	45	7	13,5	52	54	44	8	15,4	52	53
	Economics, Sociology and Statistics (ES)	1 768	380	17,7	2 148	2 198	1 867	460	19,8	2 327	2 357
	Education (ED)	1 567	992	38,8	2 559	2 803	1 642	986	37,5	2 628	2 795
	Engineering and Land Surveying (EN)	2 114	317	13,0	2 431	2 489	2 285	431	15,9	2 716	2 757
	Forestry (FO)	82	13	13,7	95	96	91	21	18,8	112	114
	Historical Research (HR)	200	78	28,1	278	279	197	83	29,6	280	281
	Home Economics (HE)	35	9	20,5	44	44	37	13	26,0	50	50
	Law (LA)	461	160	25,8	621	633	501	178	26,2	679	685
	Library Science (LS)	403	101	20,0	504	510	415	109	20,8	524	526
	Mathematics (MA)	117	25	17,6	142	143	117	24	17,0	141	141
	Medicine (MD)	250	51	16,9	301	307	243	59	19,5	302	306
	Meteorology (MT)	465	104	18,3	569	570	444	111	20,0	555	557
	Nursing (NU)	1 247	254	16,9	1 501	1 565	1 322	295	18,2	1 617	1 637
	Occupational and Physical Therapy (OP)	32	3	8,6	35	35	34	4	10,5	38	38
	Pharmacy (PH)	37	20	35,1	57	59	39	18	31,6	57	58
	Physical Sciences (PC)	640	61	8,7	701	708	702	95	11,9	797	799
	Psychology (PS)	69	31	31,0	100	100	66	32	32,7	98	98
	Scientific Regulation (SG)	378	97	20,4	475	475	377	99	20,8	476	476
	Scientific Research (SE)	1 901	136	6,7	2 037	2 049	1 882	149	7,3	2 031	2 043
	Social Work (SW)	123	30	19,6	153	158	118	33	21,9	151	154
	University Teaching (UT)	149	83	35,8	232	246	147	95	39,3	242	253
	Veterinary Science (VS)	424	168	28,4	592	603	431	171	28,4	602	614
	<b>Total</b>	<b>16 917</b>	<b>4 243</b>	<b>20,1</b>	<b>21 160</b>	<b>21 689</b>	<b>17 512</b>	<b>4 652</b>	<b>21,0</b>	<b>22 164</b>	<b>22 497</b>
Administrative and Foreign Service	Administrative Services (AS)	6 402	2 781	30,3	9 183	9 282	6 896	3 182	31,6	10 078	10 134
	Administrative Trainee (AT)	171	83	32,7	254	261	141	102	42,0	243	245
	Commerce (CO)	1 518	341	18,3	1 859	1 891	1 609	417	20,6	2 026	2 045
	Computer Systems Administration (CS)	1 880	476	20,2	2 356	2 370	2 199	631	22,3	2 830	2 844
	Financial Administration (FI)	1 881	585	23,7	2 466	2 506	1 901	643	25,3	2 544	2 571
	Foreign Service (FS)	904	263	22,5	1 167	1 173	967	283	22,6	1 250	1 261
	Information Services (IS)	680	360	34,6	1 040	1 056	760	396	34,3	1 156	1 160
	Organization and Methods (OM)	737	155	17,4	892	896	754	176	18,9	930	931
	Personnel Administration (PE)	1 884	987	34,4	2 871	2 899	1 910	1 032	35,1	2 942	2 952
	Program Administration (PM)	18 585	6 377	25,5	24 962	25 138	18 511	6 538	26,1	25 049	25 166
	Purchasing and Supply (PG)	1 456	387	21,0	1 843	1 853	1 474	418	22,1	1 892	1 895
	Translation (TR)	179	1 068	85,6	1 247	1 247	184	1 052	85,1	1 236	1 237
	Welfare Programs (WP)	1 255	421	25,1	1 676	1 736	1 276	430	25,2	1 706	1 743
	<b>Total</b>	<b>37 532</b>	<b>14 284</b>	<b>27,6</b>	<b>51 816</b>	<b>52 308</b>	<b>38 582</b>	<b>15 300</b>	<b>28,4</b>	<b>53 882</b>	<b>54 184</b>



Table 13 cont'd

Occupational category	Group	1981					1982				
		Anglo- phones	Francophones		Anglo- phones and Franco- phones	Total <sup>a</sup>	Anglo- phones	Francophones		Anglo- phones and Franco- phones	Total <sup>a</sup>
			No.	%				No.	%		
Technical	Air Traffic Control (AI)	1 990	295	12,9	2 285	2 315	2 050	314	13,3	2 364	2 367
	Aircraft Operations (AO)	407	76	15,7	483	488	445	81	15,4	526	527
	Drafting and Illustration (DD)	1 379	373	21,3	1 752	1 767	1 371	393	22,3	1 764	1 779
	Educational Support (EU)	54	11	16,9	65	79	59	7	10,6	66	76
	Electronics (EL)	2 385	598	20,0	2 983	3 000	2 478	629	20,2	3 107	3 111
	Engineering and Scientific Support (EG)	6 201	1 255	16,8	7 456	7 537	6 261	1 298	17,2	7 559	7 606
	General Technical (GT)	2 046	463	18,5	2 509	2 532	2 207	519	19,0	2 726	2 737
	Photography (PY)	119	33	21,7	152	153	116	36	23,7	152	153
	Primary Products Inspection (PI)	2 096	668	24,2	2 764	2 816	2 100	677	24,4	2 777	2 810
	Radio Operation (RO)	1 022	179	14,9	1 201	1 209	1 057	198	15,8	1 255	1 263
	Ships' Officers (SO)	1 116	266	19,2	1 382	1 395	1 142	293	20,4	1 435	1 439
	Social Science Support (SI)	1 402	560	28,5	1 962	1 975	1 449	606	29,5	2 055	2 060
	Technical Inspection (TI)	999	296	22,9	1 295	1 306	1 057	333	24,0	1 390	1 393
	<b>Total</b>	<b>21 216</b>	<b>5 073</b>	<b>19,3</b>	<b>26 289</b>	<b>26 572</b>	<b>21 792</b>	<b>5 384</b>	<b>19,8</b>	<b>27 176</b>	<b>27 321</b>
Administrative Support	Clerical and Regulatory (CR)	33 573	15 257	31,2	48 830	49 515	34 980	16 147	31,6	51 127	51 634
	Communications (CM)	629	160	20,3	789	792	602	167	21,7	769	773
	Data Processing (DA)	2 221	864	28,0	3 085	3 179	2 375	897	27,4	3 272	3 321
	Office Equipment Operation (OE)	290	154	34,7	444	451	281	150	34,8	431	471
	Secretarial, Stenographic, Typing (ST)	9 303	4 709	33,6	14 012	14 186	9 527	4 933	34,1	14 460	14 558
	<b>Total</b>	<b>46 016</b>	<b>21 144</b>	<b>31,5</b>	<b>67 160</b>	<b>68 123</b>	<b>47 765</b>	<b>22 294</b>	<b>31,8</b>	<b>70 059</b>	<b>70 757</b>
Operational	Correction (CX)	2 885	1 517	34,5	4 402	4 423	2 919	1 479	33,6	4 398	4 401
	Firefighters (FR)	1 249	192	13,3	1 441	1 454	1 236	205	14,2	1 441	1 444
	General Labour and Trades (GL)	12 703	3 850	23,3	16 553	16 812	12 373	3 799	23,5	16 172	16 290
	General Services (GS)	8 536	2 815	24,8	11 351	11 515	8 474	2 752	24,5	11 226	11 337
	Heat, Power and Stationary Plant Operation (HP)	1 898	530	21,8	2 428	2 446	1 871	503	21,2	2 374	2 384
	Hospital Services (HS)	1 217	825	40,4	2 042	2 087	1 199	813	40,4	2 012	2 056
	Lightkeepers (LI)	368	40	9,8	408	411	367	35	8,7	402	406
	Printing Operations (PR)	469	777	62,4	1 246	1 251	448	765	63,1	1 213	1 216
	Ship Repair (SR)	2 391	27	1,1	2 418	2 602	2 386	33	1,4	2 419	2 514
	Ships' Crews (SC)	1 800	338	15,8	2 138	2 167	1 870	341	15,4	2 211	2 218
	<b>Total<sup>c</sup></b>	<b>33 518</b>	<b>10 912</b>	<b>24,6</b>	<b>44 430</b>	<b>45 171</b>	<b>33 143</b>	<b>10 726</b>	<b>24,5</b>	<b>43 869</b>	<b>44 267</b>
	<b>Grand total<sup>d</sup></b>	<b>156 506</b>	<b>56 044</b>	<b>26,4</b>	<b>212 550</b>	<b>215 643</b>	<b>161 550</b>	<b>59 099</b>	<b>26,8</b>	<b>220 649</b>	<b>222 582</b>

<sup>a</sup>Includes 3 093 employees in 1981 and 1 933 in 1982 whose first official language was not specified. See Explanatory Notes.

<sup>b</sup>The sum of the totals does not agree with the grand total; the difference is 42 in 1981 and 165 in 1982. See Explanatory Notes.

<sup>c</sup>Includes 3 employees in 1981 and 1 in 1982 whose group was not specified on pay documents.

<sup>d</sup>Includes 222 employees in 1981 and 216 in 1982 whose positions are not classified in one of the six occupational categories.

Sources: Management Resources Information System (Management Category); Department of Supply and Services (all other categories)

**Table 14****Category and location**

Number and percentage of employees, by occupational category and job location, 1981 and 1982

Occupational category	1981				1982			
	National Capital Region	Other locations		Total	National Capital Region	Other locations		Total
		No.	%			No.	%	
Management <sup>a</sup>	1 310	290	18,1	1 600	2 396	779	24,5	3 175
Scientific and Professional	8 530	13 159	60,7	21 689	8 880	13 617	60,5	22 497
Administrative and Foreign Service	20 724	31 584	60,4	52 308	21 734	32 450	59,9	54 184
Technical	6 326	20 246	76,2	26 572	6 574	20 747	75,9	27 321
<b>Total (officer categories)</b>	<b>36 817</b>	<b>65 310</b>	<b>63,9</b>	<b>102 127</b>	<b>39 637</b>	<b>67 705</b>	<b>63,1</b>	<b>107 342</b>
Administrative Support	26 021	42 102	61,8	68 123	26 861	43 896	62,0	70 757
Operational	5 557	39 614	87,7	45 171	5 375	38 892	87,9	44 267
<b>Grand total<sup>b</sup></b>	<b>68 563</b>	<b>147 080</b>	<b>68,2</b>	<b>215 643</b>	<b>72 042</b>	<b>150 540</b>	<b>67,6</b>	<b>222 582</b>

<sup>a</sup>The sum of the totals does not agree with the grand total; the difference is 42 in 1981 and 165 in 1982. See Explanatory Notes.<sup>b</sup>Includes 222 employees in 1981 and 216 in 1982 whose positions are not classified in one of the six occupational categories.

Sources: Management Resources Information System (Management Category); Department of Supply and Services (all other categories)

**Table 15****Under-represented groups and the Management Category**

Number and percentage of Management Category employees in under-represented groups, by group and level and under-represented group, 1981 and 1982

Group and level	1981							1982						
	Women		Francophones		Indigenous people		Total employees in category	Women		Francophones		Indigenous people		Total employees in category
	No.	%	No.	%	No.	%		No.	%	No.	%	No.	%	
EX 5 <sup>a</sup>	0	0,0	12	20,3	0	0,0	59	1	1,5	15	23,1	0	0,0	73
EX 4	7	4,0	42	24,1	1	0,6	174	9	4,7	44	22,8	1	0,5	193
EX 3	8	1,9	85	20,6	0	0,0	413	9	2,0	98	21,7	1	0,2	451
EX 2	23	4,5	88	17,2	1	0,2	511	31	5,5	105	18,5	1	0,2	568
EX 1	25	6,8	92	24,9	1	0,3	369	47	7,1	144	21,7	1	0,2	663
SX (unconverted)	5	6,8	17	23,0	1	0,4	74	1	5,0	8	40,0	0	0,0	20
Total	68	4,3	336	21,0	4	0,3	1 600	98	5,0	414	21,0	4	0,2	1 968
SM <sup>b</sup>								74	6,1	204	16,9	6	0,5	1 207
<b>Grand total</b>	<b>68</b>	<b>4,3</b>	<b>336</b>	<b>21,0</b>	<b>4</b>	<b>0,3</b>	<b>1 600</b>	<b>172</b>	<b>5,4</b>	<b>618</b>	<b>19,5</b>	<b>10</b>	<b>0,3</b>	<b>3 175</b>

<sup>a</sup>Includes 8 executives in 1982 who are ranked as GX, which entitles them to the DM-1 salary range.<sup>b</sup>No conversion to the SM group occurred in 1981.

Source: Management Resources Information System

**Table 16****Women in the Management Category**

Number and percentage of women in the Management Category, by department, 1982

Department	Women		Total employees in category
	No.	%	
Canadian Pension Commission	1	100,0	1
Canadian Human Rights Commission	3	60,0	5
National Library of Canada	3	42,9	7
Privy Council Office	14	26,9	52
Labour	6	22,2	27
Treasury Board (Secretariat)	26	17,1	152
Departments with fewer than 100 employees	8	14,5	55
Secretary of State of Canada	8	14,5	55
Office of the Commissioner of Official Languages	2	14,3	14
Justice	2	13,3	15
Ministry of State of Economic Development	3	10,3	29
National Health and Welfare	12	9,8	122
Public Service Commission	5	8,6	58
Canadian Radio-television and Telecommunications Commission	2	8,3	24
Consumer and Corporate Affairs	4	8,3	48
National Museums of Canada	1	7,1	14
Statistics Canada	5	6,9	72
Treasury Board (Office of the Comptroller General)	5	6,9	72
Communications	5	6,8	73
Indian Affairs and Northern Development	8	6,3	127
Public Archives of Canada	1	5,9	17
Correctional Service of Canada	3	5,8	52
Science and Technology	1	5,3	19
Canadian International Development Agency	4	5,0	80
Employment and Immigration	8	4,5	178
Regional Economic Expansion	2	4,5	44
Energy, Mines and Resources	5	3,6	138
Finance	2	3,5	57
External Affairs	3	3,2	93
Industry, Trade and Commerce	3	2,9	103
Transport	7	2,8	247
Fisheries and Oceans	2	2,0	101
Agriculture	2	1,7	116
Environment	2	1,0	194
National Revenue (Customs and Excise, Taxation)	2	1,0	191
Public Works	1	0,9	107
Supply and Services	1	0,5	200
Canadian Grain Commission	0	0,0	1
Canadian Transport Commission	0	0,0	29
Federal Court	0	0,0	8
Insurance	0	0,0	1
National Defence (civilian)	0	0,0	119
National Energy Board	0	0,0	14
National Parole Board	0	0,0	2
Public Service Staff Relations Board	0	0,0	8
Royal Canadian Mounted Police <sup>a</sup>	0	0,0	1
Solicitor General	0	0,0	13
Veterans Affairs	0	0,0	20
<b>Total</b>	<b>172</b>	<b>5,4</b>	<b>3 175</b>

<sup>a</sup>Employees under the *Public Service Employment Act*

Source: Management Resources Information System

Table 17

**Women in the Scientific and Professional Category**

Number and percentage of women in the Scientific and Professional Category, by department, 1982

Department	Women		Total employees in category
	No.	%	
Federal Court	2	100,0	2
Office of the Commissioner of Official Languages	1	100,0	1
Veterans Affairs	436	78,7	554
National Library of Canada	137	65,6	209
Public Service Commission	436	59,0	739
National Health and Welfare	1 055	54,1	1 951
National Parole Board	1	50,0	2
Treasury Board (Office of the Comptroller General)	2	50,0	4
Indian Affairs and Northern Development	780	44,9	1 739
Correctional Service of Canada	283	41,2	687
Solicitor General	12	34,3	35
External Affairs	16	34,0	47
Canadian Human Rights Commission	2	33,3	6
Royal Canadian Mounted Police*	6	33,3	18
Secretary of State of Canada	9	32,1	28
National Museums of Canada	31	31,0	100
Public Archives of Canada	31	30,1	103
Privy Council Office	1	25,0	4
Statistics Canada	184	24,5	752
Justice	150	24,4	615
Departments with fewer than 100 employees	16	23,9	67
Science and Technology	3	23,1	13
Industry, Trade and Commerce	11	22,0	50
Finance	52	20,2	258
National Defence (civilian)	332	19,2	1 731
Employment and Immigration	38	19,0	200
Ministry of State for Economic Development	5	16,7	30
Regional Economic Expansion	8	16,3	49
Canadian Pension Commission	5	16,1	31
National Energy Board	19	13,9	137
Canadian Grain Commission	3	13,6	22
Consumer and Corporate Affairs	33	13,5	244
Treasury Board (Secretariat)	4	11,8	34
Agriculture	237	11,2	2 120
Energy, Mines and Resources	135	10,6	1 276
Environment	236	10,0	2 369
Labour	5	9,8	51
Canadian Radio-television and Telecommunications Commission	3	9,7	31
Supply and Services	23	9,5	241
Fisheries and Oceans	88	9,0	978
Canadian Transport Commission	13	8,6	152
Transport	64	8,0	800
National Revenue (Customs and Excise, Taxation)	188	6,7	2 826
Communications	17	4,7	361
Public Works	30	4,7	645
Insurance	1	4,5	22
Canadian International Development Agency	3	4,2	71
Prairie Farm Rehabilitation Administration	3	3,4	87
Foreign Investment Review Agency	0	0,0	5
<b>Total</b>	<b>5 150</b>	<b>22,9</b>	<b>22 497</b>

Employees under the Public Service Employment Act

Source: Department of Supply and Services



**Table 18****Women in the Administrative and Foreign Service Category**

Number and percentage of women in the Administrative and Foreign Service Category, by department, 1982

Department	Women		Total employees in category
	No.	%	
Justice	59	57,3	103
Canadian Human Rights Commission	37	53,6	69
National Library of Canada	31	53,4	58
National Museums of Canada	104	51,5	202
National Parole Board	40	51,3	78
Secretary of State of Canada	997	51,3	1 942
Ministry of State for Economic Development	27	50,9	53
Office of the Commissioner of Official Languages	37	50,7	73
Royal Canadian Mounted Police*	118	49,2	240
Departments with fewer than 100 employees	87	48,3	180
National Health and Welfare	756	47,3	1 599
Finance	75	46,9	160
Privy Council Office	30	44,8	67
Public Service Commission	352	44,1	798
Communications	196	41,2	476
Federal Court	23	40,4	57
Solicitor General	40	39,6	101
Employment and Immigration	4 363	38,3	11 391
Indian Affairs and Northern Development	683	37,3	1 830
Treasury Board (Secretariat)	138	36,9	374
Canadian Pension Commission	17	34,7	49
Statistics Canada	269	34,4	781
Treasury Board (Office of the Comptroller General)	24	34,3	70
Veterans Affairs	294	34,3	858
Energy, Mines and Resources	253	34,0	744
Canadian International Development Agency	196	33,6	583
Canadian Radio-television and Telecommunications Commission	67	32,7	205
Consumer and Corporate Affairs	195	31,9	612
Environment	442	31,0	1 428
Supply and Services	989	30,9	3 204
Science and Technology	20	30,3	66
National Revenue (Customs and Excise, Taxation)	3 569	28,9	12 369
Transport	695	28,8	2 410
Labour	98	28,7	341
Public Archives of Canada	40	28,6	140
Canadian Transport Commission	59	27,7	213
Agriculture	245	27,6	888
National Energy Board	30	25,2	119
Public Works	362	25,0	1 447
Fisheries and Oceans	182	24,9	731
Regional Economic Expansion	114	22,1	515
Insurance	26	21,8	119
Correctional Service of Canada	366	21,0	1 742
National Defence (civilian)	383	20,8	1 837
Foreign Investment Review Agency	12	20,3	59
Canadian Grain Commission	7	18,9	37
Industry, Trade and Commerce	164	18,0	909
Veterans' Land Administration	13	15,9	82
External Affairs	281	15,8	1 775
<b>Total</b>	<b>17 605</b>	<b>32,5</b>	<b>54 184</b>

\*Employees under the *Public Service Employment Act*.

Source: Department of Supply and Services

Table 19

**Women in the Technical Category**

Number and percentage of women in the Technical Category, by department, 1982

Department	Women		Total employees in category
	No.	%	
Canadian Human Rights Commission	1	100,0	1
Canadian Pension Commission	1	100,0	1
Foreign Investment Review Agency	4	100,0	4
Ministry of State for Economic Development	2	100,0	2
National Parole Board	2	100,0	2
Office of the Commissioner of Official Languages	1	100,0	1
Science and Technology	5	100,0	5
Treasury Board (Office of the Comptroller General)	1	100,0	1
Solicitor General	7	87,5	8
National Library of Canada	37	80,4	46
Justice	34	70,8	48
Veterans Affairs	35	70,0	50
Secretary of State of Canada	33	67,3	49
Labour	23	57,5	40
Treasury Board (Secretariat)	8	57,1	14
Finance	19	50,0	38
Departments with fewer than 100 employees	15	44,1	34
Statistics Canada	334	42,3	790
National Health and Welfare	292	41,5	703
Privy Council Office	2	40,0	5
Regional Economic Expansion	8	40,0	20
Royal Canadian Mounted Police <sup>a</sup>	30	40,0	75
Public Archives of Canada	46	35,9	128
Employment and Immigration	24	35,8	67
Canadian International Development Agency	6	35,3	17
Industry, Trade and Commerce	15	31,9	47
National Museums of Canada	75	30,6	245
Public Service Commission	15	28,8	52
Canadian Radio-television and Telecommunications Commission	3	27,3	11
National Energy Board	8	26,7	30
Indian Affairs and Northern Development	97	25,9	374
External Affairs	26	17,8	146
Agriculture	568	16,5	3 445
Supply and Services	17	14,8	115
Energy, Mines and Resources	159	14,6	1 087
Correctional Service of Canada	16	14,4	111
National Revenue (Customs and Excise, Taxation)	30	13,7	219
Canadian Transport Commission	12	13,0	92
Canadian Grain Commission	49	12,6	388
Environment	365	12,3	2 969
Fisheries and Oceans	196	9,7	2 028
Consumer and Corporate Affairs	44	8,0	550
Public Works	63	5,2	1 219
National Defence (civilian)	143	5,1	2 806
Communications	30	4,9	616
Transport	388	4,5	8 622
<b>Total</b>	<b>3 289</b>	<b>12,0</b>	<b>27 321</b>

<sup>a</sup>Employees under the *Public Service Employment Act*

Source: Department of Supply and Services

Table 20

**Women in the Administrative Support Category**

Number and percentage of women in the Administrative Support Category, by department, 1982

Department	Women		Total employees in category
	No.	%	
Public Service Staff Relations Board	1	100,0	1
Royal Canadian Mounted Police <sup>a</sup>	2 732	92,1	2 966
Justice	474	91,9	516
Science and Technology	49	90,7	54
Prairie Farm Rehabilitation Administration	87	90,6	96
Secretary of State of Canada	979	89,0	1 100
Indian Affairs and Northern Development	1 312	88,7	1 479
Labour	293	88,3	332
National Museums of Canada	186	88,2	211
Correctional Service of Canada	1 247	87,9	1 418
Industry, Trade and Commerce	587	87,9	668
Fisheries and Oceans	904	87,5	1 033
Public Service Commission	676	87,2	775
Regional Economic Expansion	337	87,1	387
National Energy Board	106	86,9	122
Treasury Board (Office of the Comptroller General)	33	86,8	38
National Parole Board	137	86,7	158
Ministry of State for Economic Development	45	86,5	52
Agriculture	1 434	86,2	1 664
Canadian Radio-television and Telecommunications Commission	120	85,7	140
Foreign Investment Review Agency	42	85,7	49
Treasury Board (Secretariat)	188	85,5	220
Communications	552	85,3	647
Canadian Human Rights Commission	34	85,0	40
Solicitor General	90	84,9	106
Canadian International Development Agency	330	84,2	392
Canadian Grain Commission	104	83,9	124
Veterans' Land Administration	88	83,8	105
Finance	234	83,6	280
Employment and Immigration	10 406	83,3	12 493
Canadian Pension Commission	202	82,8	244
National Health and Welfare	3 127	82,8	3 777
Environment	1 646	82,3	1 999
Canadian Transport Commission	227	82,2	276
Consumer and Corporate Affairs	742	81,7	908
National Revenue (Customs and Excise, Taxation)	8 116	81,7	9 937
Departments with fewer than 100 employees	350	81,6	429
National Defence (civilian)	6 925	81,6	8 485
Energy, Mines and Resources	920	80,9	1 137
Transport	2 687	80,7	3 331
Public Works	1 189	80,2	1 482
Insurance	45	78,9	57
Veterans Affairs	1 041	78,4	1 328
National Library of Canada	177	78,3	226
Office of the Commissioner of Official Languages	35	77,8	45
Privy Council Office	149	77,6	192
Statistics Canada	1 715	75,4	2 276
Supply and Services	3 619	75,3	4 808
Federal Court	57	71,3	80
External Affairs	1 159	67,3	1 721
Public Archives of Canada	207	58,6	353
<b>Total</b>	<b>58 142</b>	<b>82,2</b>	<b>70 757</b>

<sup>a</sup>Employees under the *Public Service Employment Act*

Source: Department of Supply and Services

**Table 21****Women in the Operational Category**

Number and percentage of women in the Operational Category, by department, 1982

Department	Women		Total employees in category
	No.	%	
National Health and Welfare	470	55,6	845
National Library of Canada	1	50,0	2
Veterans Affairs	522	40,7	1 283
Indian Affairs and Northern Development	144	36,3	397
Supply and Services	428	28,7	1 489
Royal Canadian Mounted Police*	110	27,3	403
Departments with fewer than 100 employees	13	20,6	63
Privy Council Office	3	17,6	17
National Defence (civilian)	2 713	14,1	19 238
Employment and Immigration	10	13,5	74
Federal Court	1	11,1	9
Public Works	410	10,9	3 764
Justice	1	9,1	11
National Revenue (Customs and Excise, Taxation)	23	8,6	267
Environment	138	8,1	1 701
National Museums of Canada	15	7,4	203
Agriculture	107	7,1	1 498
Canadian Grain Commission	10	4,8	208
Correctional Service of Canada	237	4,0	5 883
Fisheries and Oceans	28	3,8	732
Communications	1	1,4	71
Transport	67	1,2	5 469
External Affairs	1	0,5	183
Energy, Mines and Resources	1	0,4	281
Canadian International Development Agency	0	0,0	1
Consumer and Corporate Affairs	0	0,0	35
Finance	0	0,0	7
Foreign Investment Review Agency	0	0,0	1
Industry, Trade and Commerce	0	0,0	13
Labour	0	0,0	2
National Energy Board	0	0,0	1
National Parole Board	0	0,0	1
Office of the Commissioner of Official Languages	0	0,0	1
Public Archives of Canada	0	0,0	36
Public Service Commission	0	0,0	23
Regional Economic Expansion	0	0,0	4
Secretary of State of Canada	0	0,0	9
Solicitor General	0	0,0	2
Statistics Canada	0	0,0	38
Treasury Board (Office of the Comptroller General)	0	0,0	1
Treasury Board (Secretariat)	0	0,0	1
<b>Total</b>	<b>5 454</b>	<b>12,3</b>	<b>44 267</b>

Employees under the *Public Service Employment Act*

Source: Department of Supply and Services



**Table 22****Francophones in the Management Category**

Number and percentage of francophones in the Management Category, by department, 1982

Department	Francophones		Total employees in category
	No.	%	
Royal Canadian Mounted Police <sup>a</sup>	1	100,0	1
Office of the Commissioner of Official Languages	11	78,6	14
Canadian Human Rights Commission	3	60,0	5
Justice	9	60,0	15
Secretary of State of Canada	26	47,3	55
Public Service Commission	22	37,9	58
Canadian International Development Agency	28	35,0	80
Regional Economic Expansion	13	29,5	44
Canadian Radio-television and Telecommunications Commission	7	29,2	24
Employment and Immigration	50	28,1	178
Communications	20	27,4	73
Consumer and Corporate Affairs	13	27,1	48
Correctional Service of Canada	14	26,9	52
External Affairs	25	26,9	93
Departments with fewer than 100 employees	14	25,5	55
Foreign Investment Review Agency	2	25,0	8
Public Service Staff Relations Board	2	25,0	8
Solicitor General	3	23,1	13
Treasury Board (Secretariat)	32	21,1	152
Statistics Canada	14	19,4	72
National Revenue (Customs and Excise, Taxation)	36	18,8	191
Supply and Services	37	18,5	200
Public Works	19	17,8	107
Privy Council Office	9	17,3	52
Ministry of State for Economic Development	5	17,2	29
National Health and Welfare	21	17,2	122
Transport	41	16,6	247
Indian Affairs and Northern Development	21	16,5	127
Science and Technology	3	15,8	19
Agriculture	18	15,5	116
Veterans Affairs	3	15,0	20
Labour	4	14,8	27
Industry, Trade and Commerce	15	14,6	103
Environment	26	13,4	194
Treasury Board (Office of the Comptroller General)	9	12,5	72
Finance	7	12,3	57
Public Archives of Canada	2	11,8	17
Fisheries and Oceans	11	10,9	101
Canadian Transport Commission	3	10,3	29
National Defence (civilian)	9	7,6	119
National Museums of Canada	1	7,1	14
Energy, Mines and Resources	9	6,5	138
Canadian Grain Commission	0	0,0	1
Canadian Pension Commission	0	0,0	1
Insurance	0	0,0	1
National Energy Board	0	0,0	14
National Library of Canada	0	0,0	7
National Parole Board	0	0,0	2
<b>Total</b>	<b>618</b>	<b>19,5</b>	<b>3 175</b>

<sup>a</sup>Employees under the Public Service Employment Act

Source: Management Resources Information System

Table 23

**Francophones in the Scientific and Professional Category**

Number and percentage of francophones in the Scientific and Professional Category, by department, 1982

Department	Francophones		Anglophones and Francophones	Total employees in category
	No.	%		
Public Service Commission	549	74,4	738	739
Secretary of State of Canada	13	46,4	28	28
Insurance	10	45,5	22	22
Canadian International Development Agency	32	45,1	71	71
Regional Economic Expansion	18	38,3	47	49
Veterans Affairs	178	32,4	549	554
Employment and Immigration	57	29,1	196	200
Correctional Service of Canada	192	28,0	686	687
Royal Canadian Mounted Police <sup>a</sup>	5	27,8	18	18
Departments with fewer than 100 employees	15	27,3	55	67
Public Archives of Canada	28	27,2	103	103
National Defence (civilian)	459	26,7	1 716	1 731
Supply and Services	62	25,7	241	241
Justice	156	25,4	613	615
National Library of Canada	51	24,4	209	209
Statistics Canada	182	24,3	750	752
National Revenue (Customs and Excise, Taxation)	681	24,1	2 823	2 826
Labour	10	19,6	51	51
Finance	50	19,5	257	258
Canadian Radio-television and Telecommunications Commission	6	19,4	31	31
Transport	151	19,0	795	800
Communications	67	18,6	361	361
Agriculture	387	18,4	2 099	2 120
Consumer and Corporate Affairs	42	17,2	244	244
Public Works	109	17,2	635	645
Environment	398	16,8	2 363	2 369
Canadian Human Rights Commission	1	16,7	6	6
Canadian Transport Commission	25	16,4	152	152
National Health and Welfare	297	15,4	1 924	1 951
Science and Technology	2	15,4	13	13
Energy, Mines and Resources	166	13,0	1 274	1 276
Canadian Pension Commission	4	12,9	31	31
National Museums of Canada	12	12,0	100	100
National Energy Board	16	11,9	135	137
Treasury Board (Secretariat)	4	11,8	34	34
Ministry of State for Economic Development	3	11,5	26	30
Solicitor General	4	11,4	35	35
Industry, Trade and Commerce	5	10,4	48	50
External Affairs	4	8,7	46	47
Fisheries and Oceans	78	8,0	975	978
Indian Affairs and Northern Development	123	7,9	1 552	1 739
Canadian Grain Commission	0	0,0	21	22
Federal Court	0	0,0	0	2
Foreign Investment Review Agency	0	0,0	5	5
National Parole Board	0	0,0	2	2
Office of the Commissioner of Official Languages	0	0,0	1	1
Prairie Farm Rehabilitation Administration	0	0,0	75	87
Privy Council Office	0	0,0	4	4
Treasury Board (Office of the Comptroller General)	0	0,0	4	4
<b>Total</b>	<b>4 652</b>	<b>21,0</b>	<b>22 164</b>	<b>22 497</b>

<sup>a</sup>Employees under the *Public Service Employment Act*

Source: Department of Supply and Services

Table 24

**Francophones in the Administrative and Foreign Service Category**

Number and percentage of francophones in the Administrative and Foreign Service Category, by department, 1982

Department	Francophones		Anglophones and Francophones	Total employees in category
	No.	%		
Secretary of State of Canada	1 333	68,7	1 941	1 942
Office of the Commissioner of Official Languages	49	68,1	72	73
Privy Council Office	35	52,2	67	67
Justice	51	49,5	103	103
Public Service Commission	382	48,0	796	798
Canadian International Development Agency	276	47,3	583	583
Canadian Radio-television and Telecommunications Commission	93	45,4	205	205
Departments with fewer than 100 employees	77	43,8	176	180
National Parole Board	31	39,7	78	78
Communications	174	36,6	476	476
Finance	58	36,5	159	160
Public Archives of Canada	49	35,0	140	140
Regional Economic Expansion	172	33,7	511	515
Canadian Transport Commission	71	33,3	213	213
Treasury Board (Office of the Comptroller General)	23	32,9	70	70
National Library of Canada	19	32,8	58	58
Statistics Canada	255	32,8	778	781
National Museums of Canada	65	32,2	202	202
Science and Technology	21	31,8	66	66
Consumer and Corporate Affairs	192	31,7	605	612
Correctional Service of Canada	549	31,5	1 741	1 742
Ministry of State for Economic Development	16	31,4	51	53
Employment and Immigration	3 508	31,0	11 303	11 391
Federal Court	16	29,6	54	57
Solicitor General	29	29,6	98	101
Supply and Services	904	28,3	3 196	3 204
Treasury Board (Secretariat)	102	27,3	373	374
Energy, Mines and Resources	200	26,9	743	744
National Health and Welfare	416	26,2	1 586	1 599
Environment	371	26,1	1 424	1 428
Canadian Human Rights Commission	17	25,4	67	69
Labour	85	24,9	341	341
Canadian Pension Commission	12	24,5	49	49
External Affairs	422	24,0	1 760	1 775
Transport	567	23,6	2 401	2 410
National Revenue (Customs and Excise, Taxation)	2 906	23,5	12 360	12 369
Royal Canadian Mounted Police <sup>a</sup>	55	23,1	238	240
Agriculture	195	22,2	877	888
Foreign Investment Review Agency	13	22,0	59	59
Public Works	311	21,6	1 442	1 447
Insurance	25	21,0	119	119
Veterans Affairs	165	19,3	854	858
Fisheries and Oceans	138	18,9	729	731
National Defence (civilian)	345	18,8	1 836	1 837
Industry, Trade and Commerce	168	18,6	904	909
Indian Affairs and Northern Development	309	17,7	1 744	1 830
Veterans' Land Administration	12	14,6	82	82
National Energy Board	16	13,6	118	119
Canadian Grain Commission	2	5,9	34	37
<b>Total</b>	<b>15 300</b>	<b>28,4</b>	<b>53 882</b>	<b>54 184</b>

<sup>a</sup>Employees under the *Public Service Employment Act*

Source: Department of Supply and Services

Table 25

**Francophones in the Technical Category**

Number and percentage of francophones in the Technical Category, by department, 1982

Department	Francophones		Anglophones and Francophones	Total employees in category
	No.	%		
Secretary of State of Canada	32	65,3	49	49
Canadian International Development Agency	11	64,7	17	17
Privy Council Office	3	60,0	5	5
Public Service Commission	31	59,6	52	52
Departments with fewer than 100 employees	17	56,7	30	34
Canadian Radio-television and Telecommunications Commission	6	54,5	11	11
Ministry of State for Economic Development	1	50,0	2	2
Employment and Immigration	28	41,8	67	67
Science and Technology	2	40,0	5	5
Public Archives of Canada	46	35,9	128	128
Regional Economic Expansion	7	35,0	20	20
Statistics Canada	273	34,6	789	790
Finance	13	34,2	38	38
Industry, Trade and Commerce	16	34,0	47	47
Supply and Services	39	33,9	115	115
Justice	16	33,3	48	48
Correctional Service of Canada	36	32,7	110	111
Veterans Affairs	15	30,0	50	50
Treasury Board (Secretariat)	4	28,6	14	14
National Revenue (Customs and Excise, Taxation)	61	27,9	219	219
Consumer and Corporate Affairs	151	27,5	550	550
National Library of Canada	12	26,1	46	46
Solicitor General	2	25,0	8	8
Public Works	276	22,8	1 209	1 219
Agriculture	760	22,3	3 408	3 445
Energy, Mines and Resources	241	22,2	1 084	1 087
Communications	130	21,1	615	616
National Defence (civilian)	590	21,0	2 803	2 806
Transport	1 633	19,0	8 596	8 622
External Affairs	27	18,5	146	146
National Museums of Canada	45	18,4	245	245
National Health and Welfare	126	18,3	689	703
Labour	7	17,5	40	40
Environment	460	15,6	2 953	2 969
Canadian Transport Commission	14	15,4	91	92
Royal Canadian Mounted Police*	10	13,3	75	75
National Energy Board	3	10,0	30	30
Indian Affairs and Northern Development	35	9,9	355	374
Fisheries and Oceans	185	9,1	2 026	2 028
Canadian Grain Commission	20	5,2	381	388
Canadian Human Rights Commission	0	0,0	1	1
Canadian Pension Commission	0	0,0	1	1
Foreign Investment Review Agency	0	0,0	4	4
National Parole Board	0	0,0	2	2
Office of the Commissioner of Official Languages	0	0,0	1	1
Treasury Board (Office of the Comptroller General)	0	0,0	1	1
<b>Total</b>	<b>5 384</b>	<b>19,8</b>	<b>27 176</b>	<b>27 321</b>

\*Employees under the Public Service Employment Act

Source: Department of Supply and Services



Table 26

**Francophones in the Administrative Support Category**

Number and percentage of francophones in the Administrative Support Category, by department, 1982

Department	Francophones		Anglophones and Francophones	Total employees in category
	No.	%		
Office of the Commissioner of Official Languages	41	91,1	45	45
Secretary of State of Canada	765	69,5	1 100	1 100
Public Service Commission	514	66,6	772	775
Canadian Radio-television and Telecommunications Commission	90	65,2	138	140
Canadian International Development Agency	255	65,1	392	392
Science and Technology	32	59,3	54	54
Federal Court	35	56,5	62	80
Departments with fewer than 100 employees	221	54,4	406	429
Treasury Board (Secretariat)	118	53,6	220	220
Ministry of State for Economic Development	27	52,9	51	52
Privy Council Office	100	52,4	191	192
Finance	139	50,0	278	280
Consumer and Corporate Affairs	446	49,3	904	908
National Library of Canada	111	49,1	226	226
Canadian Human Rights Commission	18	46,2	39	40
Public Archives of Canada	150	42,5	353	353
National Parole Board	67	42,4	158	158
National Museums of Canada	88	41,7	211	211
Canadian Transport Commission	113	41,1	275	276
Regional Economic Expansion	153	39,8	384	387
Supply and Services	1 876	39,6	4 734	4 808
Communications	255	39,5	645	647
Treasury Board (Office of the Comptroller General)	15	39,5	38	38
Solicitor General	41	39,4	104	106
Statistics Canada	868	39,4	2 204	2 276
Justice	193	37,6	513	516
Labour	119	35,8	332	332
Employment and Immigration	4 360	35,5	12 273	12 493
Correctional Service of Canada	468	33,0	1 417	1 418
External Affairs	558	32,5	1 715	1 721
Energy, Mines and Resources	350	30,9	1 134	1 137
Transport	941	28,5	3 303	3 331
Environment	562	28,2	1 995	1 999
National Revenue (Customs and Excise, Taxation)	2 789	28,1	9 917	9 937
National Health and Welfare	1 018	27,3	3 734	3 777
Industry, Trade and Commerce	180	27,1	663	668
Veterans Affairs	357	27,0	1 322	1 328
Canadian Pension Commission	64	26,4	242	244
National Energy Board	32	26,4	121	122
Agriculture	408	24,8	1 647	1 664
Public Works	365	24,8	1 470	1 482
Insurance	13	23,2	56	57
Royal Canadian Mounted Police <sup>a</sup>	668	22,6	2 958	2 966
Indian Affairs and Northern Development	308	21,6	1 428	1 479
National Defence (civilian)	1 778	21,0	8 452	8 485
Fisheries and Oceans	198	19,2	1 033	1 033
Foreign Investment Review Agency	9	18,4	49	49
Canadian Grain Commission	10	8,2	122	124
Veterans' Land Administration	8	7,8	103	105
Prairie Farm Rehabilitation Administration	0	0,0	75	96
Public Service Staff Relations Board	0	0,0	1	1
<b>Total</b>	<b>22 294</b>	<b>31,8</b>	<b>70 059</b>	<b>70 757</b>

<sup>a</sup>Employees under the Public Service Employment Act.

Source: Department of Supply and Services

Table 27

**Francophones in the Operational Category**

Number and percentage of francophones in the Operational Category, by department, 1982

Department	Francophones		Anglophones and Francophones	Total employees in category
	No.	%		
Canadian International Development Agency	1	100,0	1	1
Foreign Investment Review Agency	1	100,0	1	1
Office of the Commissioner of Official Languages	1	100,0	1	1
Treasury Board (Secretariat)	1	100,0	1	1
Secretary of State of Canada	8	88,9	9	9
Federal Court	6	85,7	7	9
Regional Economic Expansion	3	75,0	4	4
Public Service Commission	16	69,6	23	23
Supply and Services	923	62,1	1 486	1 489
Industry, Trade and Commerce	8	61,5	13	13
Veterans Affairs	758	59,4	1 276	1 283
Departments with fewer than 100 employees	34	58,6	58	63
Privy Council Office	8	53,3	15	17
Statistics Canada	19	51,4	37	38
Labour	1	50,0	2	2
National Library of Canada	1	50,0	2	2
Employment and Immigration	34	45,9	74	74
National Museums of Canada	93	45,8	203	203
Public Archives of Canada	15	41,7	36	36
National Revenue (Customs and Excise, Taxation)	94	35,2	267	267
External Affairs	62	34,3	181	183
Energy, Mines and Resources	93	33,1	281	281
Correctional Service of Canada	1 914	32,6	5 869	5 883
Public Works	1 186	31,7	3 737	3 764
Consumer and Corporate Affairs	10	28,6	35	35
Finance	2	28,6	7	7
Justice	3	27,3	11	11
Transport	1 246	22,9	5 437	5 469
Communications	15	21,1	71	71
Royal Canadian Mounted Police <sup>a</sup>	81	20,3	400	403
National Defence (civilian)	3 467	18,2	19 071	19 238
Agriculture	264	17,9	1 475	1 498
Environment	218	13,0	1 674	1 701
National Health and Welfare	90	11,2	807	845
Canadian Grain Commission	12	6,0	201	208
Indian Affairs and Northern Development	17	4,7	361	397
Fisheries and Oceans	21	2,9	730	732
National Energy Board	0	0,0	1	1
National Parole Board	0	0,0	1	1
Solicitor General	0	0,0	2	2
Treasury Board (Office of the Comptroller General)	0	0,0	1	1
<b>Total</b>	<b>10 726</b>	<b>24,5</b>	<b>43 869</b>	<b>44 267</b>

<sup>a</sup>Employees under the *Public Service Employment Act*

Source: Department of Supply and Services

Table 28

**Linguistic status of position, category and language group**

Number and percentage of employees, by occupational category, linguistic status of the position and language group of employee, 1982

Occupational category	Linguistic status of position	Anglophones	Francophones		Anglophones and Francophones	Total <sup>a</sup>
			No.	%		
Management	Bilingual	1 795	543	23,2	2 338	2 338
	English	487	4	0,8	491	491
	French	0	2	100,0	2	2
	English or French	83	24	22,4	107	107
	<b>Total<sup>b</sup></b>	<b>2 557</b>	<b>618</b>	<b>19,5</b>	<b>3 175</b>	<b>3 175</b>
Scientific and Professional	Bilingual	3 585	3 262	47,6	6 847	6 847
	English	12 347	236	1,9	12 583	12 583
	French	37	818	95,7	855	855
	English or French	638	182	22,2	820	820
	<b>Total</b>	<b>17 512</b>	<b>4 652</b>	<b>21,0</b>	<b>22 164</b>	<b>22 497</b>
Administrative and Foreign Service	Bilingual	8 456	11 627	57,9	20 083	20 083
	English	26 826	514	1,9	27 340	27 340
	French	29	2 134	98,7	2 163	2 163
	English or French	1 569	426	21,4	1 995	1 995
	<b>Total</b>	<b>38 582</b>	<b>15 300</b>	<b>28,4</b>	<b>53 882</b>	<b>54 184</b>
Technical	Bilingual	1 800	3 269	64,5	5 069	5 069
	English	18 075	493	2,7	18 568	18 568
	French	42	1 103	96,3	1 145	1 145
	English or French	1 063	310	22,6	1 373	1 373
	<b>Total</b>	<b>21 792</b>	<b>5 384</b>	<b>19,8</b>	<b>27 176</b>	<b>27 321</b>
Administrative Support	Bilingual	5 313	12 281	69,8	17 594	17 594
	English	34 714	1 526	4,2	36 240	36 240
	French	103	5 116	98,0	5 219	5 219
	English or French	2 973	1 454	32,8	4 427	4 427
	<b>Total</b>	<b>47 765</b>	<b>22 294</b>	<b>31,8</b>	<b>70 059</b>	<b>70 757</b>
Operational	Bilingual	717	2 058	74,2	2 775	2 775
	English	28 465	614	2,1	29 079	29 079
	French	196	5 833	96,7	6 029	6 029
	English or French	1 989	1 853	48,2	3 842	3 842
	<b>Total</b>	<b>33 143</b>	<b>10 726</b>	<b>24,5</b>	<b>43 869</b>	<b>44 267</b>
All Categories <sup>c</sup>	Bilingual	21 765	33 171	60,4	54 936	54 936
	English	121 009	3 389	2,7	124 398	124 398
	French	407	15 006	97,4	15 413	15 413
	English or French	8 321	4 250	33,8	12 571	12 571
	<b>Grand total</b>	<b>161 550</b>	<b>59 099</b>	<b>26,8</b>	<b>220 649</b>	<b>222 582</b>

<sup>a</sup>In 15 276 cases, the linguistic status of the position is not specified.

<sup>b</sup>The sum of the totals does not agree with the grand total; the difference is 165. See Explanatory Notes.

<sup>c</sup>Includes 216 employees whose positions are not classified in one of the six occupational categories.

Sources: Management Resources Information System (Management Category); Department of Supply and Services (all other categories)

## Appointments

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Table 29

**Appointments and type of employment**Number of appointments *to* and *within* the Public Service by type of employment, 1981 and 1982

Type of employment	1981			1982		
	To the Public Service	Within the Public Service	Total <sup>a</sup>	To the Public Service	Within the Public Service	Total <sup>a</sup>
<b>Indeterminate</b>						
• Full-time	11 716	54 153	65 922	9 265	41 334	50 604
• Part-time	251	319	579	192	315	507
• Seasonal	748	607	1 357	663	363	1 028
<b>Total<sup>b</sup></b>	<b>12 716</b>	<b>55 083</b>	<b>67 863</b>	<b>10 121</b>	<b>42 012</b>	<b>52 140</b>
<b>Specified period</b>						
• Full-time	5 174	40 684	45 878	5 206	41 242	46 451
• Part-time	241	904	1 146	199	1 212	1 411
• Seasonal	6	17	23	11	16	27
<b>Total<sup>b</sup></b>	<b>5 425</b>	<b>41 611</b>	<b>47 058</b>	<b>5 416</b>	<b>42 472</b>	<b>47 893</b>
<b>All types of employment</b>						
• Full-time	16 902	94 896	111 872	14 472	82 581	97 061
• Part-time	493	1 224	1 727	391	1 527	1 918
• Seasonal	754	624	1 380	674	379	1 055
<b>Grand total<sup>c</sup></b>	<b>18 155</b>	<b>96 758</b>	<b>115 017</b>	<b>15 538</b>	<b>84 490</b>	<b>100 041</b>

<sup>a</sup>Includes 104 employees in 1981 and 13 in 1982 whose appointment documents do not specify *to* or *within* the Public Service.<sup>b</sup>The sum of the totals does not agree with the grand total because, in 96 appointments in 1981 and 8 in 1982, type of employment (indeterminate or specified period) was not specified on appointment documents.<sup>c</sup>Includes 38 appointments in 1981 and 7 in 1982 for which type of employment (full-time, part-time or seasonal) was not specified on appointment documents.

Table 30

**Appointments and category**

Number and percentage of appointments *to* and *within* the Public Service, by category and type of appointment, 1981 and 1982

1981														
Appointments within the Public Service														
Occupational category	Appointments to the Public Service		Type of appointment <sup>a</sup>											
	No.	%	Promotions		Lateral transfers or redeployments		Reappointments		Downward transfers		Demotions		Total <sup>b</sup>	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Management	48	0,3	200	0,7	126	0,3	0	0,0	9	0,3	0	0,0	383	0,3
Scientific and Professional	2 267	12,5	2 463	8,1	2 252	6,2	619	2,3	157	5,2	0	0,0	7 786	6,8
Administrative and Foreign Service	3 587	19,8	9 398	31,1	6 655	18,4	1 337	5,0	729	24,2	0	0,0	21 778	18,9
Technical	2 098	11,6	3 435	11,4	2 679	7,4	1 238	4,6	333	11,1	0	0,0	9 818	8,5
Administrative Support	6 106	33,6	11 389	37,6	17 863	49,3	17 222	63,8	1 262	41,9	2	40,0	53 996	46,9
Operational	4 010	22,1	3 371	11,1	6 644	18,3	6 583	24,4	522	17,3	3	60,0	21 185	18,4
<b>Total<sup>c</sup></b>	<b>18 155</b>	<b>100,0</b>	<b>30 262</b>	<b>100,0</b>	<b>36 229</b>	<b>100,0</b>	<b>27 007</b>	<b>100,0</b>	<b>3 012</b>	<b>100,0</b>	<b>5</b>	<b>100,0</b>	<b>115 017</b>	<b>100,0</b>
1982														
Management	69	0,4	409	1,6	227	1,1	0	0,0	13	0,5	0	0,0	718	0,7
Scientific and Professional	2 409	15,5	2 505	9,5	1 450	6,8	935	2,7	142	5,4	1	20,0	7 444	7,4
Administrative and Foreign Service	3 226	20,8	8 399	31,9	4 079	19,3	1 846	5,4	648	24,5	0	0,0	18 204	18,2
Technical	2 165	13,9	3 321	12,6	1 827	8,6	1 761	5,1	264	10,0	0	0,0	9 347	9,3
Administrative Support	4 936	31,8	9 062	34,4	10 332	48,8	21 838	63,7	1 177	44,5	1	20,0	47 355	47,3
Operational	2 695	17,3	2 663	10,1	3 257	15,4	7 908	23,1	402	15,2	3	60,0	16 931	16,9
<b>Total<sup>c</sup></b>	<b>15 538</b>	<b>100,0</b>	<b>26 360</b>	<b>100,0</b>	<b>21 172</b>	<b>100,0</b>	<b>34 289</b>	<b>100,0</b>	<b>2 647</b>	<b>100,0</b>	<b>5</b>	<b>100,0</b>	<b>100 041</b>	<b>100,0</b>

<sup>a</sup>See Explanatory Notes.

<sup>b</sup>Includes 347 appointments in 1981 and 30 in 1982 for which type of appointment was not specified on appointment documents.

<sup>c</sup>Includes 71 employees in 1981 and 42 in 1982 whose positions are not classified in one of six occupational categories.

Note: This table was modified in 1982 to include appointments *to* and *within* the Management Category.

Table 31

**Appointments and employee mobility**

Number and percentage of appointments *within* the Public Service, by employee mobility and type of appointment, 1981 and 1982

1981												
Employee mobility	Type of appointment <sup>a</sup>											
	Promotions		Lateral transfers or redeployments		Reappointments		Downward transfers		Demotions		Total <sup>b</sup>	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Interdepartmental	2 628	8,7	2 997	8,3	14	0,1	577	19,2	0	0,0	6 250	6,5
Intradepartmental	27 609	91,2	33 186	91,6	26 970	99,9	2 429	80,6	5	100,0	90 392	93,4
<b>Total<sup>c</sup></b>	<b>30 262</b>	<b>100,0</b>	<b>36 229</b>	<b>100,0</b>	<b>27 007</b>	<b>100,0</b>	<b>3 012</b>	<b>100,0</b>	<b>5</b>	<b>100,0</b>	<b>96 758</b>	<b>100,0</b>
Change of group or sub-group	9 791	32,4	534	1,5	116	0,4	1 526	50,7	2	40,0	12 029	12,4
No change of group or sub-group	20 446	67,6	35 664	98,4	26 869	99,5	1 480	49,1	3	60,0	84 633	87,5
<b>Total<sup>d</sup></b>	<b>30 262</b>	<b>100,0</b>	<b>36 229</b>	<b>100,0</b>	<b>27 007</b>	<b>100,0</b>	<b>3 012</b>	<b>100,0</b>	<b>5</b>	<b>100,0</b>	<b>96 758</b>	<b>100,0</b>
Indeterminate to indeterminate	24 739	81,7	16 475	45,5	13	0,0	2 104	69,9	5	100,0	43 443	44,9
Indeterminate to specified period	278	0,9	335	0,9	28	0,1	98	3,3	0	0,0	746	0,8
Specified period to indeterminate	3 400	11,2	7 655	21,1	105	0,4	428	14,2	0	0,0	11 640	12,0
Specified period to specified period	1 823	6,0	11 742	32,4	26 853	99,4	377	12,5	0	0,0	40 865	42,2
<b>Total<sup>e</sup></b>	<b>30 262</b>	<b>100,0</b>	<b>36 229</b>	<b>100,0</b>	<b>27 007</b>	<b>100,0</b>	<b>3 012</b>	<b>100,0</b>	<b>5</b>	<b>100,0</b>	<b>96 758</b>	<b>100,0</b>
1982												
Interdepartmental	2 255	8,6	2 551	12,0	1	0,0	493	18,6	0	0,0	5 301	6,3
Intradepartmental	24 104	91,4	18 616	87,9	34 288	100,0	2 154	81,4	5	100,0	79 182	93,7
<b>Total<sup>c</sup></b>	<b>26 360</b>	<b>100,0</b>	<b>21 172</b>	<b>100,0</b>	<b>34 289</b>	<b>100,0</b>	<b>2 647</b>	<b>100,0</b>	<b>5</b>	<b>100,0</b>	<b>84 490</b>	<b>100,0</b>
Change of group or sub-group	8 196	31,1	514	2,4	18	0,1	1 562	59,0	2	40,0	10 294	12,2
No change of group or sub-group	18 138	68,8	20 652	97,5	34 264	99,9	1 083	40,9	3	60,0	74 152	87,8
<b>Total<sup>d</sup></b>	<b>26 360</b>	<b>100,0</b>	<b>21 172</b>	<b>100,0</b>	<b>34 289</b>	<b>100,0</b>	<b>2 647</b>	<b>100,0</b>	<b>5</b>	<b>100,0</b>	<b>84 490</b>	<b>100,0</b>
Indeterminate to indeterminate	21 668	82,2	9 373	44,3	0	0,0	1 725	65,2	5	100,0	32 781	38,8
Indeterminate to specified period	225	0,9	291	1,4	3	0,0	110	4,2	0	0,0	630	0,7
Specified period to indeterminate	2 707	10,3	6 183	29,2	2	0,0	338	12,8	0	0,0	9 231	10,9
Specified period to specified period	1 760	6,7	5 320	25,1	34 283	100,0	474	17,9	0	0,0	41 842	49,5
<b>Total<sup>e</sup></b>	<b>26 360</b>	<b>100,0</b>	<b>21 172</b>	<b>100,0</b>	<b>34 289</b>	<b>100,0</b>	<b>2 647</b>	<b>100,0</b>	<b>5</b>	<b>100,0</b>	<b>84 490</b>	<b>100,0</b>

<sup>a</sup>See Explanatory Notes.

<sup>b</sup>Includes 243 appointments in 1981 and 17 in 1982 for which type of appointment was not specified on appointment documents.

<sup>c</sup>The sum of the totals does not agree with the sum of all types of appointment because, in 116 cases in 1981 and 7 in 1982, department was not specified on appointment documents.

<sup>d</sup>The sum of the totals does not agree with the sum of all types of appointments because, in 96 cases in 1981 and 44 in 1982, change of group was not specified on appointment documents.

<sup>e</sup>The sum of the totals does not agree with the sum of all types of appointments because, in 64 cases in 1981 and 6 in 1982, type of employment was not specified on appointment documents.

Note: This table was modified in 1982 to include appointments *within* the Management Category.

Table 32

**Appointments and selection process**

Number and percentage of appointments *within* the Public Service, by selection process and type of appointment, 1981 and 1982

1981												
Selection process	Type of appointment <sup>a</sup>											
	Promotions		Lateral transfers or redeploy- ments		Reappointments		Downward transfers		Demotions		Total <sup>b</sup>	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
o With competition												
• poster	21 152	69,9	8 060	22,2	1 128	4,2	793	26,3	0	0,0	31 225	32,3
• inventory	3 468	11,5	11 061	30,5	23 334	86,4	520	17,3	0	0,0	38 458	39,7
o Without competition												
• reclassification	5 141	17,0	25	0,1	8	0,0	293	9,7	0	0,0	5 488	5,7
• other processes	492	1,6	17 061	47,1	2 533	9,4	1 403	46,6	5	100,0	21 537	22,3
<b>Total<sup>c</sup></b>	<b>30 262</b>	<b>100,0</b>	<b>36 229</b>	<b>100,0</b>	<b>27 007</b>	<b>100,0</b>	<b>3 012</b>	<b>100,0</b>	<b>5</b>	<b>100,0</b>	<b>96 758</b>	<b>100,0</b>
1982												
o With competition												
• poster	17 630	66,9	6 647	31,4	1 441	4,2	681	25,7	0	0,0	26 401	31,2
• inventory	3 105	11,8	5 242	24,8	30 191	88,0	530	20,0	0	0,0	39 075	46,2
o Without competition												
• reclassification	5 225	19,8	53	0,3	3	0,0	100	3,8	0	0,0	5 382	6,4
• other processes	395	1,5	9 228	43,6	2 653	7,7	1 335	50,4	5	100,0	13 621	16,1
<b>Total<sup>c</sup></b>	<b>26 360</b>	<b>100,0</b>	<b>21 172</b>	<b>100,0</b>	<b>34 289</b>	<b>100,0</b>	<b>2 647</b>	<b>100,0</b>	<b>5</b>	<b>100,0</b>	<b>84 490</b>	<b>100,0</b>

<sup>a</sup>See Explanatory Notes.

<sup>b</sup>Includes 243 appointments in 1981 and 17 in 1982 for which type of appointment was not specified on appointment documents.

<sup>c</sup>Includes 50 appointments in 1981 and 11 in 1982 for which selection process was not specified on appointment documents.

Note: This table was modified in 1982 to include appointments *within* the Management Category.



Table 33

**Appointments, geographic area and sex**

Number and percentage of appointments *to* and *within* the Public Service, by geographic area and sex, 1981 and 1982

Geographic area	1981									
	To the Public Service				Within the Public Service				Grand total <sup>a</sup>	
	Men	Women			Men	Women				
		No.	%	Total <sup>a</sup>		No.	%	Total <sup>a</sup>		
Newfoundland	224	125	30,3	413	1 388	804	34,7	2 319	2 733	2,4
Prince Edward Island	67	50	42,0	119	264	274	50,7	540	659	0,6
Nova Scotia	649	197	22,0	896	3 847	2 036	33,6	6 059	6 958	6,0
New Brunswick	230	153	38,8	394	1 402	1 689	54,3	3 111	3 505	3,0
Quebec (except NCR)	983	739	41,9	1 763	6 775	8 436	55,2	15 276	17 050	14,8
Ontario (except NCR)	1 266	1 178	44,4	2 656	6 993	9 257	55,4	16 721	19 390	16,9
Manitoba	484	590	50,6	1 165	1 787	2 162	50,7	4 261	5 436	4,7
Saskatchewan	322	386	52,9	730	825	1 091	55,7	1 957	2 688	2,3
Alberta	1 104	1 131	48,4	2 336	2 373	2 808	53,7	5 233	7 575	6,6
British Columbia	999	1 025	49,2	2 085	4 695	4 677	49,5	9 451	11 546	10,0
Yukon Territory	73	114	58,8	194	176	167	48,4	345	540	0,5
Northwest Territories	193	267	54,8	487	309	299	48,1	621	1 109	1,0
National Capital Region	2 087	2 469	51,2	4 819	12 615	17 571	57,4	30 588	35 445	30,8
Outside Canada	38	46	47,9	96	159	100	38,2	262	358	0,3
<b>Total<sup>b</sup></b>	<b>8 720</b>	<b>8 470</b>	<b>46,7</b>	<b>18 155</b>	<b>43 610</b>	<b>51 382</b>	<b>53,1</b>	<b>96 758</b>	<b>115 017</b>	<b>100,0</b>
1982										
Newfoundland	168	80	26,5	302	1 249	986	43,1	2 289	2 591	2,6
Prince Edward Island	64	60	48,0	125	304	289	48,7	594	719	0,7
Nova Scotia	566	194	24,4	796	3 701	1 720	30,5	5 645	6 441	6,4
New Brunswick	231	148	34,3	431	1 303	1 445	52,4	2 758	3 189	3,2
Quebec (except NCR)	771	527	39,5	1 334	5 382	7 123	56,5	12 597	13 933	13,9
Ontario (except NCR)	1 071	931	44,7	2 082	5 111	7 181	57,7	12 438	14 524	14,5
Manitoba	382	385	47,5	810	1 406	1 727	54,5	3 166	3 976	4,0
Saskatchewan	248	298	53,2	560	649	827	55,4	1 494	2 054	2,1
Alberta	961	828	45,0	1 838	1 853	2 109	52,8	3 991	5 830	5,8
British Columbia	881	764	45,4	1 681	3 921	3 711	48,4	7 661	9 342	9,3
Yukon Territory	75	75	46,0	163	162	155	48,7	318	481	0,5
Northwest Territories	189	230	52,8	436	289	311	51,3	606	1 045	1,0
National Capital Region	2 176	2 382	49,7	4 788	11 971	18 150	59,4	30 545	35 335	35,3
Outside Canada	78	99	51,6	192	258	123	31,9	386	578	0,6
<b>Total<sup>b</sup></b>	<b>7 861</b>	<b>7 001</b>	<b>45,1</b>	<b>15 538</b>	<b>37 560</b>	<b>45 858</b>	<b>54,3</b>	<b>84 490</b>	<b>100 041</b>	<b>100,0</b>

<sup>a</sup>Includes 2 738 employees in 1981 and 1 749 in 1982 whose sex was not specified on the appointment document;

Includes 104 appointments in 1981 and 13 in 1982 for which documents did not specify *to* or *within* the Public Service.

<sup>b</sup>Includes 25 appointments in 1981 and 3 in 1982 for which geographic area was not specified.

Table 34

**Appointments, geographic area and language group**

Number and percentage of appointments to and within the Public Service, by geographic area and language group, 1981 and 1982

Geographic area	1981									
	To the Public Service				Within the Public Service				Grand total <sup>a</sup>	
	Anglophones	Francophones		Total <sup>a</sup>	Anglophones	Francophones		Total <sup>a</sup>		
		No.	%			No.	%			
Newfoundland	381	7	1,8	413	2 290	7	0,3	2 319	2 733	2,4
Prince Edward Island	101	15	12,9	119	502	38	7,0	540	659	0,6
Nova Scotia	831	51	5,8	896	5 981	71	1,2	6 059	6 958	6,0
New Brunswick	287	103	26,4	394	2 218	887	28,6	3 111	3 505	3,0
Quebec (except NCR)	122	1 633	93,0	1 763	513	14 748	96,6	15 276	17 050	14,8
Ontario (except NCR)	2 430	143	5,6	2 656	16 002	647	3,9	16 721	19 390	16,9
Manitoba	1 124	28	2,4	1 165	4 159	89	2,1	4 261	5 436	4,7
Saskatchewan	721	8	1,1	730	1 944	8	0,4	1 957	2 688	2,3
Alberta	2 286	39	1,7	2 336	5 164	58	1,1	5 233	7 575	6,6
British Columbia	2 032	29	1,4	2 085	9 344	74	0,8	9 451	11 546	10,0
Yukon Territory	184	2	1,1	194	341	2	0,6	345	540	0,5
Northwest Territories	460	11	2,3	487	593	24	3,9	621	1 109	1,0
National Capital Region	2 897	1 870	39,2	4 819	19 918	10 602	34,7	30 588	35 445	30,8
Outside Canada	69	25	26,6	96	195	67	25,6	262	358	0,3
<b>Total<sup>b</sup></b>	<b>13 927</b>	<b>3 964</b>	<b>22,2</b>	<b>18 155</b>	<b>69 175</b>	<b>27 325</b>	<b>28,3</b>	<b>96 758</b>	<b>115 017</b>	<b>100,0</b>
1982										
Newfoundland	279	3	1,1	302	2 245	10	0,4	2 289	2 591	2,6
Prince Edward Island	109	16	12,8	125	540	53	8,9	594	719	0,7
Nova Scotia	724	66	8,4	796	5 549	80	1,4	5 645	6 441	6,4
New Brunswick	283	129	31,3	431	1 918	835	30,3	2 758	3 189	3,2
Quebec (except NCR)	70	1 248	94,7	1 334	477	12 044	96,2	12 597	13 933	13,9
Ontario (except NCR)	1 883	151	7,4	2 082	11 851	495	4,0	12 438	14 524	14,5
Manitoba	757	31	3,9	810	3 067	83	2,6	3 166	3 976	4,0
Saskatchewan	556	3	0,5	560	1 474	10	0,7	1 494	2 054	2,1
Alberta	1 787	42	2,3	1 838	3 940	46	1,2	3 991	5 830	5,8
British Columbia	1 651	18	1,1	1 681	7 592	58	0,8	7 661	9 342	9,3
Yukon Territory	149	0	0,0	163	315	3	0,9	318	481	0,5
Northwest Territories	417	5	1,2	436	585	19	3,1	606	1 045	1,0
National Capital Region	2 952	1 810	38,0	4 788	19 271	11 143	36,6	30 545	35 335	35,3
Outside Canada	146	45	23,6	192	295	91	23,6	386	578	0,6
<b>Total<sup>b</sup></b>	<b>11 763</b>	<b>3 567</b>	<b>23,3</b>	<b>15 538</b>	<b>59 120</b>	<b>24 971</b>	<b>29,7</b>	<b>84 490</b>	<b>100 041</b>	<b>100,0</b>

<sup>a</sup>Includes 525 employees in 1981 and 608 in 1982 whose first official language was not specified on appointment documents; includes 104 appointments in 1981 and 13 in 1982 for which documents did not specify to or within the Public Service.

<sup>b</sup>Includes 25 appointments in 1981 and 3 in 1982 for which geographic area was not specified on appointment documents.

Table 35

**Appointments, category, linguistic status of position and language group**

Number and percentage of appointments to and within the Public Service, by occupational category, linguistic status of position and language group of employee, 1981 and 1982

		1981									
		To the Public Service				Within the Public Service					
		Anglo-phones	Franco-phones		Total <sup>a</sup>	Anglo-phones	Franco-phones		Total <sup>a</sup>	Grand total <sup>a</sup>	
			No.	%			No.	%		No.	%
Occupational category	Linguistic status of position										
Management	Bilingual	23	16	41,0	39	214	66	23,6	280	319	83,3
	English	6	0	0,0	6	48	0	0,0	48	54	14,7
	French	0	0	0,0	0	0	0	0,0	0	0	0,0
	French or English	2	1	33,3	3	7	0	0,0	7	10	2,6
	<b>Total<sup>b</sup></b>	<b>31</b>	<b>17</b>	<b>35,4</b>	<b>48</b>	<b>269</b>	<b>66</b>	<b>19,7</b>	<b>335</b>	<b>383</b>	<b>100,0</b>
Scientific and Professional	Bilingual	95	194	67,1	293	763	637	45,5	1 401	1 697	21,8
	English	1 526	42	2,7	1 587	3 374	84	2,4	3 461	5 054	64,9
	French	8	171	95,5	179	14	329	95,9	345	524	6,7
	French or English	130	75	36,6	208	215	83	27,9	298	506	6,5
	<b>Total<sup>b</sup></b>	<b>1 759</b>	<b>482</b>	<b>21,5</b>	<b>2 267</b>	<b>4 369</b>	<b>1 133</b>	<b>20,6</b>	<b>5 508</b>	<b>7 786</b>	<b>100,0</b>
Administrative and Foreign Services	Bilingual	272	473	63,5	748	3 076	3 726	54,8	6 805	7 558	34,7
	English	2 275	86	3,6	2 373	9 781	237	2,4	10 031	12 416	57,0
	French	4	220	98,2	225	8	879	99,1	887	1 113	5,1
	French or English	137	55	28,6	195	288	87	23,2	375	571	2,6
	<b>Total<sup>b</sup></b>	<b>2 722</b>	<b>845</b>	<b>23,7</b>	<b>3 587</b>	<b>13 202</b>	<b>4 952</b>	<b>27,3</b>	<b>18 170</b>	<b>21 778</b>	<b>100,0</b>
Technical	Bilingual	46	196	81,0	243	365	808	68,9	1 175	1 419	14,5
	English	1 493	34	2,2	1 558	5 621	110	1,9	5 745	7 312	74,5
	French	4	112	96,6	117	11	352	97,0	365	482	4,9
	French or English	133	44	24,9	178	285	124	30,3	410	588	6,0
	<b>Total<sup>b</sup></b>	<b>1 678</b>	<b>386</b>	<b>18,7</b>	<b>2 098</b>	<b>6 293</b>	<b>1 397</b>	<b>18,2</b>	<b>7 709</b>	<b>9 818</b>	<b>100,0</b>
Administrative Support	Bilingual	268	993	78,7	1 273	2 380	6 643	73,6	9 039	10 323	19,1
	English	3 804	105	2,7	4 007	26 549	1 019	3,7	27 670	31 688	58,7
	French	9	390	97,7	402	54	6 367	99,2	6 426	6 832	12,7
	French or English	228	113	33,1	353	2 759	1 759	38,9	4 537	4 892	9,1
	<b>Total<sup>b</sup></b>	<b>4 353</b>	<b>1 627</b>	<b>27,2</b>	<b>6 106</b>	<b>31 879</b>	<b>15 839</b>	<b>33,2</b>	<b>47 861</b>	<b>53 996</b>	<b>100,0</b>
Operational	Bilingual	15	58	79,5	73	99	294	74,8	394	469	2,2
	English	3 206	46	1,4	3 295	12 198	136	1,1	12 385	15 699	74,1
	French	12	336	96,6	349	57	2 632	97,9	2 691	3 043	14,4
	French or English	114	167	59,4	289	783	869	52,6	1 670	1 960	9,3
	<b>Total<sup>b</sup></b>	<b>3 351</b>	<b>607</b>	<b>15,3</b>	<b>4 010</b>	<b>13 144</b>	<b>3 933</b>	<b>23,0</b>	<b>17 149</b>	<b>21 185</b>	<b>100,0</b>
All Categories <sup>c</sup>	Bilingual	720	1 930	72,8	2 670	6 899	12 175	63,8	19 098	21 790	18,9
	English	12 342	313	2,5	12 864	57 586	1 586	2,7	59 356	72 277	62,8
	French	37	1 229	97,1	1 272	144	10 563	98,7	10 718	11 998	10,4
	French or English	744	455	37,9	1 226	4 339	2 922	40,2	7 299	8 529	7,4
	<b>Grand total</b>	<b>13 927</b>	<b>3 964</b>	<b>22,2</b>	<b>18 155</b>	<b>69 175</b>	<b>27 325</b>	<b>28,3</b>	<b>96 758</b>	<b>115 017</b>	<b>100,0</b>

<sup>a</sup>Includes 525 employees in 1981 and 608 in 1982 whose first official language was not specified on appointment documents; includes 104 appointments in 1981 and 13 in 1982 for which documents did not specify to or within the Public Service.

<sup>b</sup>Includes 423 appointments in 1981 and 638 in 1982 for which the linguistic status of the position was not specified.

<sup>c</sup>Includes 71 appointments in 1981 and 42 in 1982 to positions that are not classified in one of the six occupational categories.

1982

## To the Public Service

## Within the Public Service

Anglo- phones	Franco- phones		Total <sup>a</sup>	Anglo- phones	Franco- phones		Total <sup>a</sup>	Grand total <sup>a</sup>	
	No.	%			No.	%		No.	%
39	18	31,6	57	375	114	23,3	490	547	76,2
11	0	0,0	11	103	1	1,0	104	115	16,0
0	0	0,0	0	0	1	100,0	1	1	0,1
1	0	0,0	1	4	1	20,0	5	6	0,8
<b>51</b>	<b>18</b>	<b>26,1</b>	<b>69</b>	<b>523</b>	<b>125</b>	<b>19,3</b>	<b>649</b>	<b>718</b>	<b>100,0</b>
110	219	66,6	334	745	599	44,6	1 344	1 678	22,5
1 514	76	4,8	1 611	2 987	120	3,9	3 116	4 727	63,5
5	227	97,8	232	8	240	96,8	249	481	6,5
152	79	34,2	232	223	97	30,3	320	552	7,4
<b>1 781</b>	<b>601</b>	<b>25,2</b>	<b>2 409</b>	<b>3 964</b>	<b>1 061</b>	<b>21,1</b>	<b>5 035</b>	<b>7 444</b>	<b>100,0</b>
214	456	68,1	677	2 528	3 298	56,6	5 830	6 507	35,7
1 908	69	3,5	2 008	7 631	203	2,6	7 851	9 860	54,2
2	154	98,7	158	8	791	99,0	803	961	5,3
183	84	31,5	268	232	93	28,6	325	593	3,3
<b>2 398</b>	<b>787</b>	<b>24,7</b>	<b>3 226</b>	<b>10 534</b>	<b>4 418</b>	<b>29,5</b>	<b>14 977</b>	<b>18 204</b>	<b>100,0</b>
35	220	86,3	265	397	788	66,5	1 187	1 452	15,5
1 522	47	3,0	1 587	4 990	126	2,5	5 133	6 724	71,9
1	105	99,1	106	9	412	97,9	426	532	5,7
134	67	33,3	203	294	128	30,3	425	628	6,7
<b>1 694</b>	<b>441</b>	<b>20,7</b>	<b>2 165</b>	<b>5 694</b>	<b>1 457</b>	<b>20,4</b>	<b>7 178</b>	<b>9 347</b>	<b>100,0</b>
276	927	77,1	1 214	1 951	6 349	76,5	8 315	9 529	20,1
2 969	92	3,0	3 107	22 249	985	4,2	23 343	26 452	55,9
2	214	99,1	218	45	5 445	99,2	5 547	5 767	12,2
218	94	30,1	314	3 062	1 884	38,1	5 016	5 330	11,3
<b>3 527</b>	<b>1 348</b>	<b>27,7</b>	<b>4 936</b>	<b>27 449</b>	<b>14 714</b>	<b>34,9</b>	<b>42 414</b>	<b>47 355</b>	<b>100,0</b>
15	48	76,2	63	88	251	74,0	340	403	2,4
2 162	29	1,3	2 224	10 142	129	1,3	10 322	12 548	74,1
2	228	99,1	231	43	2 074	98,0	2 124	2 355	13,9
107	66	38,2	174	673	740	52,4	1 439	1 613	9,5
<b>2 288</b>	<b>372</b>	<b>14,0</b>	<b>2 695</b>	<b>10 954</b>	<b>3 194</b>	<b>22,6</b>	<b>14 233</b>	<b>16 931</b>	<b>100,0</b>
689	1 888	73,3	2 610	6 084	11 399	65,2	17 506	20 116	20,1
10 110	313	3,0	10 586	48 104	1 564	3,1	49 871	60 466	60,4
12	928	98,7	945	113	8 965	98,8	9 152	10 099	10,1
795	390	32,9	1 192	4 488	2 943	39,6	7 530	8 722	8,7
<b>11 763</b>	<b>3 567</b>	<b>23,3</b>	<b>15 538</b>	<b>59 120</b>	<b>24 971</b>	<b>29,7</b>	<b>84 490</b>	<b>100 041</b>	<b>100,0</b>



Table 36

**Appointments and bilingual positions (imperative staffing)**

Number and percentage of appointments to and within the Public Service to bilingual positions (imperative staffing), by occupational category, type of employment and language group, 1982

Occupational category	Type of employment	Anglophones	Francophones		Total <sup>a</sup>	
			No.	%	No.	%
Management	Indeterminate	45	45	91,8	90	92,8
	Specified period <sup>b</sup>	3	3	6,1	6	6,2
	<b>Total</b>	<b>48</b>	<b>49</b>	<b>100,0</b>	<b>97</b>	<b>100,0</b>
Scientific and Professional	Indeterminate	126	204	60,2	332	62,8
	Specified period <sup>b</sup>	59	135	39,8	197	37,2
	<b>Total</b>	<b>185</b>	<b>339</b>	<b>100,0</b>	<b>529</b>	<b>100,0</b>
Administrative and Foreign Service	Indeterminate	573	1 153	65,3	1 727	66,8
	Specified period <sup>b</sup>	235	613	34,7	857	33,2
	<b>Total</b>	<b>808</b>	<b>1 766</b>	<b>100,0</b>	<b>2 584</b>	<b>100,0</b>
Technical	Indeterminate	60	190	57,4	250	56,9
	Specified period <sup>b</sup>	48	141	42,6	189	43,1
	<b>Total</b>	<b>108</b>	<b>331</b>	<b>100,0</b>	<b>439</b>	<b>100,0</b>
Administrative Support	Indeterminate	351	1 260	24,7	1 618	25,4
	Specified period <sup>b</sup>	901	3 832	75,3	4 749	74,6
	<b>Total</b>	<b>1 252</b>	<b>5 092</b>	<b>100,0</b>	<b>6 367</b>	<b>100,0</b>
Operational	Indeterminate	24	35	28,7	59	36,4
	Specified period <sup>b</sup>	15	87	71,3	103	63,6
	<b>Total</b>	<b>39</b>	<b>122</b>	<b>100,0</b>	<b>162</b>	<b>100,0</b>
All categories	Indeterminate	1 179	2 887	37,5	4 076	40,0
	Specified period <sup>b</sup>	1 261	4 811	62,5	6 101	59,9
	<b>Grand total<sup>c</sup></b>	<b>2 440</b>	<b>7 699</b>	<b>100,0</b>	<b>10 178</b>	<b>100,0</b>

<sup>a</sup>Includes 39 employees whose first official language was not specified on appointment documents.

<sup>b</sup>No candidate may be appointed to a specified period position unless its language requirements are met.

<sup>c</sup>Includes 1 employee whose type of employment was not specified on appointment document.

**Table 37****Appointments and bilingual positions (non-imperative staffing)**

Number and percentage of appointments to and within the Public Service to bilingual positions (non-imperative staffing), by occupational category, status of appointee and language group, 1982

Occupational category	Status of appointee as to linguistic requirements of position	Francophones			Total <sup>a</sup>	
		Anglophones	No.	%	No.	%
Management	Met	201	82	98,8	283	62,9
	Must meet	114	0	0,0	114	25,3
	Not required to meet <sup>b</sup>	50	1	1,2	52	11,6
	<b>Total</b>	<b>366</b>	<b>83</b>	<b>100,0</b>	<b>450</b>	<b>100,0</b>
Scientific and Professional	Met	332	394	82,3	726	63,2
	Must meet	270	70	14,6	340	29,6
	Not required to meet <sup>b</sup>	68	15	3,1	83	7,2
	<b>Total</b>	<b>670</b>	<b>479</b>	<b>100,0</b>	<b>1 149</b>	<b>100,0</b>
Administrative and Foreign Service	Met	1 099	1 786	89,8	2 885	73,5
	Must meet	626	156	7,8	783	20,0
	Not required to meet <sup>b</sup>	208	46	2,3	254	6,5
	<b>Total</b>	<b>1 934</b>	<b>1 988</b>	<b>100,0</b>	<b>3 923</b>	<b>100,0</b>
Technical	Met	140	543	80,2	693	68,4
	Must meet	130	116	17,1	248	24,5
	Not required to meet <sup>b</sup>	54	17	2,5	71	7,0
	<b>Total</b>	<b>324</b>	<b>677</b>	<b>100,0</b>	<b>1 013</b>	<b>100,0</b>
Administrative Support	Met	467	1 919	87,9	2 388	75,5
	Must meet	405	215	9,8	621	19,6
	Not required to meet <sup>b</sup>	102	50	2,3	152	4,8
	<b>Total</b>	<b>975</b>	<b>2 184</b>	<b>100,0</b>	<b>3 162</b>	<b>100,0</b>
Operational	Met	26	139	78,5	165	68,5
	Must meet	20	25	14,1	45	18,7
	Not required to meet <sup>b</sup>	18	13	7,3	31	12,9
	<b>Total</b>	<b>64</b>	<b>177</b>	<b>100,0</b>	<b>241</b>	<b>100,0</b>
All categories	Met	2 265	4 863	87,0	7 140	71,8
	Must meet	1 565	582	10,4	2 151	21,6
	Not required to meet <sup>b</sup>	500	142	2,5	643	6,5
	<b>Grand total<sup>c</sup></b>	<b>4 333</b>	<b>5 588</b>	<b>100,0</b>	<b>9 938</b>	<b>100,0</b>

<sup>a</sup>Includes 17 employees whose first official language was not specified on appointment documents.

<sup>b</sup>Consists of incumbents authorized by the *Public Service Official Languages Exclusion Approval Order* to occupy a bilingual position without meeting its linguistic requirement, although some incumbents may express the willingness to meet the requirement. In addition to these unilingual incumbents, this group consists of bilingual employees whose linguistic status is lower than the requirements of the position.

<sup>c</sup>Includes 4 employees whose status as to linguistic requirements of position was not specified on appointment documents.

**Table 38****Appointments and university graduates**

Number and percentage of university graduates and of appointments made through the university recruitment program, by geographic area in which last degree was obtained, language group and sex, 1982

Geographic area	Graduates <sup>a</sup>				Appointments					
	Men	Women	Total		Anglo-phones	Franco-phones	Men	Women	Total	
			No.	%					No.	%
Newfoundland	760	685	1 445	1,4	16	0	12	4	16	1,8
Prince Edward Island	115	135	250	0,3	10	1	6	5	11	1,2
Nova Scotia	2 245	2 200	4 445	4,4	77	2	46	33	79	8,7
New Brunswick	1 340	1 225	2 565	2,6	21	32	33	20	53	5,8
Quebec	13 715	12 300	26 015	26,0	60	250	209	101	310	34,1
Ontario	21 970	21 630	43 600	43,6	237	65	176	126	302	33,2
Manitoba	2 135	2 050	4 185	4,2	33	0	28	5	33	3,6
Saskatchewan	1 675	1 670	3 345	3,3	6	0	4	2	6	0,7
Alberta	3 690	3 540	7 230	7,2	24	0	20	4	24	2,6
British Columbia	3 720	3 290	7 010	7,0	52	2	40	14	54	6,0
Outside Canada <sup>b</sup>	—	—	—	—	19	2	17	4	21	2,3
<b>Total</b>	<b>51 365</b>	<b>48 725</b>	<b>100 090</b>	<b>100,0</b>	<b>555</b>	<b>354</b>	<b>591</b>	<b>318</b>	<b>909</b>	<b>100,0</b>

<sup>a</sup>Data on graduates for the 1982 academic year came from Statistics Canada.

<sup>b</sup>Canadians studying outside Canada.

**Table 39****Appointments, applications and university graduates**

Number of applications and university graduates appointed through the university recruitment program, by occupational field, language group and sex, 1981 and 1982

Occupational field	1981									
	Applications					Appointments				
	Anglo-phones	Franco-phones	Men	Women	Total <sup>a</sup>	Anglo-phones	Franco-phones	Men	Women	Total
Administrative	1 103	361	957	507	1 464	112	40	84	68	152
Foreign Service	1 757	477	1 567	667	2 234	58	16	54	20	74
Auditing and Accounting <sup>b</sup>	1 533	807	1 605	735	2 340	131	78	142	67	209
Pure and Applied Sciences	365	196	504	57	561	61	14	51	24	75
Computer Systems	275	45	210	110	320	21	7	17	11	28
Social Economic	757	407	672	492	1 164	40	31	40	31	71
<b>Total</b>	<b>5 790</b>	<b>2 293</b>	<b>5 515</b>	<b>2 568</b>	<b>8 083</b>	<b>423</b>	<b>186</b>	<b>388</b>	<b>221</b>	<b>609</b>
Occupational field	1982									
	Anglo-phones	Franco-phones	Men	Women	Total <sup>a</sup>	Anglo-phones	Franco-phones	Men	Women	Total
	Anglo-phones	Franco-phones	Men	Women	Total <sup>a</sup>	Anglo-phones	Franco-phones	Men	Women	Total
Administrative	2 174	1 211	1 831	1 554	3 385	123	64	86	101	187
Foreign Service	2 252	725	1 998	979	2 977	105	21	89	37	126
Auditing and Accounting <sup>b</sup>	1 564	1 143	1 833	874	2 707	130	93	146	77	223
Pure and Applied Sciences	1 299	739	1 687	351	2 038	146	142	220	68	286
Computer Systems	332	91	288	135	423	45	29	42	32	74
Social Economic	430	223	449	204	653	6	5	8	3	11
<b>Total</b>	<b>8 051</b>	<b>4 132</b>	<b>8 086</b>	<b>4 097</b>	<b>12 183</b>	<b>555</b>	<b>354</b>	<b>591</b>	<b>318</b>	<b>909</b>

<sup>a</sup>The total number of applications exceeds the total number of applicants as some applicants sent in more than one application.

<sup>b</sup>Includes 16 appointments in 1981 and 24 in 1982 to the Office of the Auditor General of Canada.

Table 40

**Appointments and applications, community college and CEGEP graduates**

Number of applications and graduates appointed through the community college and CEGEP recruitment program, by occupational field, language group and sex, 1981 and 1982

Occupational field	1981									
	Applications					Appointments				
	Anglo- phones	Franco- phones	Men	Women	Total	Anglo- phones	Franco- phones	Men	Women	Total
Management Sciences	305	67	192	180	372	76	0	36	40	76
Pure and Applied Sciences	880	225	1 071	34	1 105	65	10	67	8	75
Computer Systems	337	41	295	83	378	54	20	45	29	74
<b>Total</b>	<b>1 522</b>	<b>333</b>	<b>1 558</b>	<b>297</b>	<b>1 855</b>	<b>195</b>	<b>30</b>	<b>148</b>	<b>77</b>	<b>225</b>
Occupational field	1982									
	Applications					Appointments				
	Anglo- phones	Franco- phones	Men	Women	Total	Anglo- phones	Franco- phones	Men	Women	Total
Management Sciences	818	30	406	442	848	70	1	33	38	71
Pure and Applied Sciences	1 779	214	1 851	142	1 993	161	8	162	7	169
Computer Systems	505	169	434	240	674	59	31	39	51	90
<b>Total</b>	<b>3 102</b>	<b>413</b>	<b>2 691</b>	<b>824</b>	<b>3 515</b>	<b>290</b>	<b>40</b>	<b>234</b>	<b>96</b>	<b>330</b>

Table 41

**Appointments and career-oriented summer employment**

Number of students appointed through the career-oriented summer employment program, by occupational field, type of institution, language group and sex, 1981 and 1982

Occupational field	1981					1982				
	Anglo- phones	Franco- phones	Men	Women	Total	Anglo- phones	Franco- phones	Men	Women	Total
	Anglo- phones	Franco- phones	Men	Women	Total	Anglo- phones	Franco- phones	Men	Women	Total
Social Sciences and Administration	465	194	313	346	659	840	354	521	673	1 194
Pure and Applied Sciences	1 805	502	1 405	902	2 307	1 962	636	1 595	1 003	2 598
<b>Total</b>	<b>2 270</b>	<b>696</b>	<b>1 718</b>	<b>1 248</b>	<b>2 966</b>	<b>2 802</b>	<b>990</b>	<b>2 116</b>	<b>1 676</b>	<b>3 792</b>
Institution	1981					1982				
	Anglo- phones	Franco- phones	Men	Women	Total	Anglo- phones	Franco- phones	Men	Women	Total
	Anglo- phones	Franco- phones	Men	Women	Total	Anglo- phones	Franco- phones	Men	Women	Total
University	2 000	579	1 494	1 085	2 579	2 500	804	1 834	1 470	3 304
Community College and CEGEP	270	117	224	163	387	302	186	282	206	488
<b>Total</b>	<b>2 270</b>	<b>696</b>	<b>1 718</b>	<b>1 248</b>	<b>2 966</b>	<b>2 802</b>	<b>990</b>	<b>2 116</b>	<b>1 676</b>	<b>3 792</b>



## Appeals

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**Table 42**

### Appeals and yearly change

Number of appeals against selection processes and recommendations for release or demotion and yearly change in percentage, from 1972 to 1982

Year	Appeals against			Yearly change %
	Selection <sup>a</sup> processes	Recommendations for release or demotion <sup>b</sup>	Total	
1972	2 467	51	2 518	+23,9
1973	3 019	42	3 061	+21,6
1974	4 072	53	4 125	+34,8
1975	3 377	40	3 417	-17,2
1976	2 746	64	2 810	-17,8
1977	3 485	74	3 559	+26,7
1978	2 687	115	2 802	-21,3
1979	2 293	146	2 439	-13,0
1980	3 250	125	3 375	+38,4
1981 <sup>c</sup>	3 398	113	3 511	+4,0
1982 <sup>c</sup>	2 813	72	2 885	-17,8

<sup>a</sup>Section 21, *Public Service Employment Act*

<sup>b</sup>Section 31, *Public Service Employment Act*

<sup>c</sup>Includes 411 appeals in 1981 and 70 in 1982 which involved the Canada Post Corporation.

**Table 43**

### Appeals and category

Number of selection processes appealed; disposition of appeals and of appeal board decisions, by occupational category and sex, 1982

Occupational category	Selection processes appealed		Disposition of decisions							Grand total <sup>a</sup>
			Appeals allowed		Appeals not allowed <sup>b</sup>		Total			
	Men	Women					Men	Women	Men	
Management	8	0	0	0	11	0	11	0	11	
Scientific and Professional	109	11	10	5	137	21	147	26	173	
Administrative and Foreign Service	630	90	107	55	779	324	886	379	1 265	
Technical	213	24	33	1	221	16	254	17	271	
Administrative Support	400	58	25	84	125	401	150	485	635	
Operational	284	42	54	7	369	28	423	35	458	
<b>Total</b>	<b>1 644</b>	<b>225</b>	<b>229</b>	<b>152</b>	<b>1 642</b>	<b>790</b>	<b>1 871</b>	<b>942</b>	<b>2 813</b>	

<sup>a</sup>The number of selection processes appealed is lower than the grand total of appeals, as there can be more than one appeal against a given selection process.

<sup>b</sup>Includes appeals that were dismissed or otherwise disposed of by an appeal board with or without an oral hearing either because the appellant withdrew the appeal or had no right to appeal.

Table 44

# **Appeals and department**

Number of selection processes appealed; disposition of appeals and of appeal board decisions, by department and sex, 1982

Department	Selection processes appealed		Disposition of decisions						Grand total <sup>a</sup>
			Appeals allowed		Appeals not allowed <sup>b</sup>		Total		
	Total <sup>a</sup>	Allowed							
Agriculture	62	11	11	3	70	7	81	10	91
Canada Post Corporation <sup>c</sup>	42	6	8	2	51	9	59	11	70
Canadian Human Rights Commission	2	0	0	0	2	0	2	0	2
Canadian International Development Agency	6	1	0	2	8	0	8	2	10
Canadian Pension Commission	3	2	3	13	0	1	3	14	17
Canadian Transport Commission	4	0	0	0	3	2	3	2	5
Communications	7	1	1	0	4	2	5	2	7
Consumer and Corporate Affairs	13	1	1	0	13	2	14	2	16
Correctional Service of Canada	69	10	10	3	69	18	79	21	100
Employment and Immigration	353	47	47	56	456	391	503	447	950
Energy, Mines and Resources	32	1	1	0	28	7	29	7	36
Environment	73	11	13	1	65	10	78	11	89
External Affairs	19	3	3	0	44	9	47	9	56
Federal Court	1	0	0	0	1	0	1	0	1
Finance	1	1	1	3	0	0	1	3	4
Fisheries and Oceans	46	4	7	0	40	7	47	7	54
Indian Affairs and Northern Development	29	6	6	2	21	5	27	7	34
Industry, Trade and Commerce	11	4	5	0	6	2	11	2	13
Insurance	1	1	1	1	1	0	2	1	3
Justice	5	1	0	1	5	1	5	2	7
Labour	14	0	0	0	8	12	8	12	20
Ministry of State for Economic Development	1	1	0	1	0	0	0	1	1
National Defence (civilian)	221	33	37	19	214	78	251	97	348
National Energy Board	3	0	0	0	3	0	3	0	3
National Health and Welfare	54	12	11	8	31	37	42	45	87
National Library of Canada	5	0	0	0	4	1	4	1	5
National Museums of Canada	5	2	1	1	3	0	4	1	5
National Revenue (Customs and Excise, Taxation)	202	28	30	16	181	85	211	101	312
Office of the Chief Electoral Officer	1	1	1	0	0	0	1	0	1
Office of the Commissioner of Official Languages	1	0	0	0	1	0	1	0	1
Office of the Coordinator, Status of Women	3	1	0	1	1	1	1	2	3
Privy Council Office	1	0	0	0	1	0	1	0	1
Public Archives of Canada	2	0	0	0	1	1	1	1	2
Public Service Commission	15	0	0	0	7	9	7	9	16
Public Works	45	4	4	0	34	15	38	15	53
Regional Economic Expansion	3	0	0	0	2	1	2	1	3
Royal Canadian Mounted Police <sup>d</sup>	14	3	0	3	2	10	2	13	15
Secretary of State of Canada	15	0	0	0	9	10	9	10	19
Solicitor General	1	0	0	0	2	0	2	0	2
Statistics Canada	10	0	0	0	9	4	9	4	13
Supply and Services	45	4	2	4	31	21	33	25	58
Transport	176	20	22	5	195	19	217	24	241
Treasury Board (Secretariat)	3	1	2	0	2	1	4	1	5
Veterans Affairs	25	4	1	7	14	12	15	19	34
<b>Total</b>	<b>1 644</b>	<b>225</b>	<b>229</b>	<b>152</b>	<b>1 642</b>	<b>790</b>	<b>1 871</b>	<b>942</b>	<b>2 813</b>

<sup>a</sup>The number of selection processes appealed is lower than the grand total of appeals, as there can be more than one appeal against a given selection process.

<sup>b</sup>Includes appeals that were dismissed or otherwise disposed of by an appeal board with or without an oral hearing either because the appellant withdrew the appeal or had no right of appeal.

<sup>c</sup>These selection processes were initiated prior to the establishment of the Canada Post Corporation.

<sup>d</sup>Employees under the *Public Service Employment Act*.

Table 45

**Appeals, appointing authority and type of selection process**

Number of appealable selection processes, selection processes appealed and disposition of appeal board decisions, by appointing authority and type of selection process, 1982

Appointing authority and type of selection process	Appealable selection processes	Selection processes appealed		Disposition of decisions		
		Total <sup>a</sup>	Allowed	Appeals allowed	Appeals not allowed <sup>b</sup>	Total <sup>a</sup>
<b>Public Service Commission</b>						
Closed competitions	384	38	6	8	46	54
Without competition	179	6	1	4	8	12
<b>Total</b>	<b>563</b>	<b>44</b>	<b>7</b>	<b>12</b>	<b>54</b>	<b>66</b>
<b>Departments</b>						
Closed competitions	13 457	1 292	163	232	1 712	1 944
Without competition	6 293	308	55	137	666	803
<b>Total</b>	<b>19 750</b>	<b>1 600</b>	<b>218</b>	<b>369</b>	<b>2 378</b>	<b>2 747</b>
<b>PSC and departments</b>						
Closed competitions	13 841	1 330	169	240	1 758	1 998
Without competition	6 472	314	56	141	674	815
<b>Grand total</b>	<b>20 313</b>	<b>1 644</b>	<b>225</b>	<b>381</b>	<b>2 432</b>	<b>2 813</b>

<sup>a</sup>The number of selection processes appealed is lower than the grand total of appeals, as there can be more than one appeal against a given selection process.

<sup>b</sup>Includes appeals that were dismissed or otherwise disposed of by an appeal board with or without an oral hearing either because the appellant withdrew the appeal or had no right of appeal.

# Separations

46	Lay-off, category and sex	95
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**Table 46**

## Lay-off, category and sex

Number of separations due to lay-off, by occupational category, reason for lay-off and sex, 1982

Occupational category	Reorganization			Privatization			Decentralization			Total		Grand total
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	
Management	2	0	2	0	0	0	0	0	0	2	0	2
Scientific and Professional	25	7	32	14	38	52	0	0	0	39	45	84
Administrative and Foreign Service	28	13	41	19	8	27	4	3	7	51	24	75
Technical	22	2	24	10	7	17	0	0	0	32	9	41
Administrative Support	9	36	45	8	21	29	5	31	36	22	88	110
Operational	95	9	104	69	50	119	0	0	0	164	59	223
<b>Total</b>	<b>181</b>	<b>67</b>	<b>248</b>	<b>120</b>	<b>124</b>	<b>244</b>	<b>9</b>	<b>34</b>	<b>43</b>	<b>310</b>	<b>225</b>	<b>535</b>

**Table 47**

## Lay-off, category and language group

Number of separations due to lay-off, by occupational category, reason for lay-off and language group, 1982

Occupational category	Reorganization			Privatization			Decentralization			Total		Grand total
	Anglo-phones	Franco-phones	Total	Anglo-phones	Franco-phones	Total	Anglo-phones	Franco-phones	Total	Anglo-phones	Franco-phones	
Management	1	1	2	0	0	0	0	0	0	1	1	2
Scientific and Professional	26	6	32	45	7	52	0	0	0	71	13	84
Administrative and Foreign Service	27	14	41	24	3	27	7	0	7	58	17	75
Technical	19	5	24	17	0	17	0	0	0	36	5	41
Administrative Support	29	16	45	27	2	29	35	1	36	91	19	110
Operational	87	17	104	119	0	119	0	0	0	206	17	223
<b>Total</b>	<b>189</b>	<b>59</b>	<b>248</b>	<b>232</b>	<b>12</b>	<b>244</b>	<b>42</b>	<b>1</b>	<b>43</b>	<b>463</b>	<b>72</b>	<b>535</b>



**Table 48****Separations and reasons**

Separations from the Public Service, by reason, 1981 and 1982

Reason for separation (except lay-off)	1981	1982
Release		
for breach of discipline or misconduct	53	63
for incompetence or incapacity	59	72
for political partisanship	0	0
for abandonment of position	164	149
Rejection on probation	410	486
Revocation of appointment	9	13
Retirement		
at age 65 or over	1 622	1 351
elective, at age 55-64	3 897	2 893
medical grounds	659	652
End of specified period	3 711	5 062
Death	544	588
Resignation	14 859	8 387
<b>Total<sup>a</sup></b>	<b>26 324</b>	<b>19 739</b>

**Reasons for resignation**

Outside employment (in private sector)	3 982	1 789
Another government agency	209	180
Return to school	773	528
Unspecified personal reasons	7 902	4 519
Other	1 961	1 371

<sup>a</sup>Includes 337 separations in 1981 and 23 in 1982 for which the reason was not specified.

Sources: Release for incompetence or incapacity and revocation of appointment: Public Service Commission; all other reasons: Department of Supply and Services

**Table 49****Separations, category and sex**

Number and percentage of separations from the Public Service, by occupational category, reason and sex, 1981 and 1982

Occupational category	Reason for separation (except lay-off)	1981				1982			
		Women			Total <sup>a</sup>	Women			Total <sup>a</sup>
		Men	No.	%		Men	No.	%	
Management <sup>b</sup>	Release	0	0	0,0	0	2	0	0,0	2
	Rejection on probation	1	0	0,0	1	0	0	0,0	0
	Revocation of appointment	0	0	0,0	0	0	0	0,0	0
	Retirement	37	3	7,5	40	92	0	0,0	92
	End of specified period	0	0	0,0	0	0	0	0,0	0
	Death	3	0	0,0	3	5	0	0,0	5
	Resignation	40	3	7,0	43	43	3	6,5	46
	<b>Total</b>	<b>81</b>	<b>6</b>	<b>6,9</b>	<b>87</b>	<b>143</b>	<b>3</b>	<b>2,1</b>	<b>146</b>
Scientific and Professional	Release	9	3	25,0	12	15	4	21,1	19
	Rejection on probation	10	7	41,2	17	29	8	21,6	37
	Revocation of appointment	1	0	0,0	1	0	0	0,0	0
	Retirement	447	75	14,4	522	311	56	15,3	367
	End of specified period	86	124	59,0	210	90	166	64,8	256
	Death	43	2	4,4	45	42	4	8,5	46
	Resignation	763	729	48,9	1 492	472	508	51,8	980
	<b>Total</b>	<b>1 381</b>	<b>950</b>	<b>40,8</b>	<b>2 331</b>	<b>967</b>	<b>746</b>	<b>43,5</b>	<b>1 713</b>
Administrative and Foreign Service	Release	24	8	25,0	32	23	10	30,3	33
	Rejection on probation	25	6	19,4	31	44	14	24,1	58
	Revocation of appointment	0	0	0,0	0	1	7	87,5	8
	Retirement	1 380	263	16,0	1 644	934	202	17,8	1 136
	End of specified period	220	273	55,4	493	158	180	53,3	338
	Death	95	17	15,2	112	111	19	14,6	130
	Resignation	1 323	795	37,5	2 119	704	480	40,5	1 184
	<b>Total</b>	<b>3 087</b>	<b>1 377</b>	<b>30,8</b>	<b>4 466</b>	<b>1 981</b>	<b>903</b>	<b>31,3</b>	<b>2 884</b>

Occupational category	Reason for separation (except lay-off)	1981				1982			
		Women				Women			
		Men	No.	%	Total <sup>a</sup>	Men	No.	%	Total <sup>a</sup>
Technical	Release	21	2	8,7	23	14	0	0,0	14
	Rejection on probation	80	12	13,0	92	142	18	11,3	160
	Revocation of appointment	1	0	0,0	1	1	0	0,0	1
	Retirement	668	45	6,3	713	568	25	4,2	593
	End of specified period	145	75	34,1	220	193	98	33,7	291
	Death	67	1	1,5	68	62	2	3,1	64
	Resignation	928	259	21,8	1 188	529	156	22,8	685
	<b>Total</b>	<b>1 928</b>	<b>397</b>	<b>17,1</b>	<b>2 326</b>	<b>1 509</b>	<b>300</b>	<b>16,6</b>	<b>1 809</b>
Administrative Support	Release	28	46	62,2	74	18	53	74,6	71
	Rejection on probation	46	110	70,5	156	47	86	64,7	133
	Revocation of appointment	2	3	60,0	5	1	0	0,0	1
	Retirement	322	1 010	75,8	1 333	210	774	78,7	984
	End of specified period	323	1 459	81,8	1 783	455	2 161	82,6	2 616
	Death	35	79	68,7	115	40	72	64,3	112
	Resignation	800	5 285	86,8	6 087	423	3 004	87,6	3 430
	<b>Total</b>	<b>1 579</b>	<b>8 132</b>	<b>83,7</b>	<b>9 716</b>	<b>1 196</b>	<b>6 160</b>	<b>83,7</b>	<b>7 359</b>
Operational	Release	123	20	14,0	143	126	19	13,1	145
	Rejection on probation	87	26	23,0	113	81	17	17,3	98
	Revocation of appointment	2	0	0,0	2	3	0	0,0	3
	Retirement	1 786	137	7,1	1 923	1 592	128	7,4	1 720
	End of specified period	863	140	14,0	1 003	1 308	231	15,0	1 539
	Death	189	12	6,0	201	218	12	5,2	230
	Resignation	2 754	1 125	29,0	3 879	1 270	742	36,8	2 015
	<b>Total</b>	<b>5 862</b>	<b>1 479</b>	<b>20,1</b>	<b>7 341</b>	<b>4 603</b>	<b>1 148</b>	<b>20,0</b>	<b>5 754</b>
All categories <sup>c</sup>	Release	205	79	27,8	284	198	86	30,3	284
	Rejection on probation	249	161	39,3	410	343	143	29,4	486
	Revocation of appointment	6	3	33,3	9	6	7	53,8	13
	Retirement	4 642	1 534	24,8	6 178	3 710	1 186	24,2	4 896
	End of specified period	1 638	2 072	55,8	3 711	2 207	2 855	56,4	5 062
	Death	432	111	20,4	544	478	109	18,5	588
	Resignation	6 638	8 217	55,3	14 859	3 464	4 916	58,6	8 387
	<b>Grand total<sup>d</sup></b>	<b>13 951</b>	<b>12 365</b>	<b>47,0</b>	<b>26 324</b>	<b>10 428</b>	<b>9 303</b>	<b>47,1</b>	<b>19 739</b>

<sup>a</sup>Includes 8 employees in 1981 and 8 in 1982 whose sex was not specified on separation documents.

<sup>b</sup>In 1981, includes EX group only. See Explanatory Notes.

<sup>c</sup>Includes 57 separations in 1981 and 72 in 1982 from positions not classified in one of the six occupational categories.

<sup>d</sup>Includes 337 separations in 1981 and 23 in 1982 where the reason was not specified.

Sources: Release for incompetence or incapacity and revocation of appointment: Public Service Commission; all other reasons: Department of Supply and Services

Table 50

**Separations, category and language group**

Number and percentage of separations from the Public Service, by occupational category, reason and language group, 1981 and 1982

Occupational category	Reason for separation (except lay-off)	1981					1982				
		Anglophones	Francophones		Anglo-phones and Franco-phones	Total <sup>a</sup>	Anglophones	Francophones		Anglo-phones and Franco-phones	Total <sup>a</sup>
			No.	%				No.	%		
Management <sup>b</sup>	Release	0	0	0,0	0	0	0	1	100,0	1	2
	Rejection on probation	1	0	0,0	1	1	0	0	0,0	0	0
	Revocation of appointment	0	0	0,0	0	0	0	0	0,0	0	0
	Retirement	29	1	3,3	30	40	71	9	11,3	80	92
	End of specified period	0	0	0,0	0	0	0	0	0,0	0	0
	Death	1	2	66,7	3	3	3	2	40,0	5	5
	Resignation	32	8	20,0	40	43	36	6	14,3	42	46
	<b>Total</b>	<b>63</b>	<b>11</b>	<b>14,9</b>	<b>74</b>	<b>87</b>	<b>111</b>	<b>18</b>	<b>14,0</b>	<b>129</b>	<b>146</b>
Scientific and Professional	Release	10	1	9,1	11	12	14	5	26,3	19	19
	Rejection on probation	13	1	7,1	14	17	26	11	29,7	37	37
	Revocation of appointment	0	0	0,0	0	1	0	0	0,0	0	0
	Retirement	426	62	12,7	488	522	308	46	13,0	354	367
	End of specified period	114	43	27,4	157	210	160	55	25,6	215	256
	Death	33	8	19,5	41	45	42	2	4,5	44	47
	Resignation	1 091	191	14,9	1 282	1 492	759	129	14,5	888	981
	<b>Total</b>	<b>1 707</b>	<b>311</b>	<b>15,4</b>	<b>2 018</b>	<b>2 331</b>	<b>1 317</b>	<b>248</b>	<b>15,8</b>	<b>1 565</b>	<b>1 715</b>
Administrative and Foreign Service	Release	23	9	28,1	32	32	27	6	18,2	33	33
	Rejection on probation	19	10	34,5	29	31	37	20	35,1	57	58
	Revocation of appointment	0	0	0,0	0	0	4	4	50,0	0	8
	Retirement	1 319	266	16,8	1 585	1 644	903	202	18,3	1 105	1 136
	End of specified period	343	113	24,8	456	493	223	93	29,4	316	338
	Death	79	27	25,5	106	112	105	23	18,0	128	130
	Resignation	1 576	400	20,2	1 976	2 119	888	237	21,1	1 125	1 184
	<b>Total</b>	<b>3 381</b>	<b>827</b>	<b>19,7</b>	<b>4 208</b>	<b>4 466</b>	<b>2 186</b>	<b>582</b>	<b>21,0</b>	<b>2 768</b>	<b>2 884</b>
Technical	Release	16	6	27,3	22	23	9	4	30,8	13	14
	Rejection on probation	61	20	24,7	81	92	129	28	17,8	157	160
	Revocation of appointment	1	0	0,0	1	1	0	1	100,0	0	1
	Retirement	611	88	12,6	699	713	493	94	16,0	587	593
	End of specified period	153	41	21,1	194	220	231	43	15,7	274	291
	Death	58	7	10,8	65	68	52	12	18,8	64	64
	Resignation	962	138	12,5	1 100	1 188	569	81	12,5	650	685
	<b>Total</b>	<b>1 873</b>	<b>303</b>	<b>13,9</b>	<b>2 176</b>	<b>2 326</b>	<b>1 485</b>	<b>262</b>	<b>15,0</b>	<b>1 747</b>	<b>1 809</b>
Administrative Support	Release	48	24	33,3	72	74	47	18	27,7	65	71
	Rejection on probation	101	46	31,3	147	156	101	25	19,8	126	133
	Revocation of appointment	3	1	25,0	4	5	0	1	100,0	0	1
	Retirement	1 010	251	19,9	1 261	1 333	743	213	22,3	956	984
	End of specified period	1 067	578	35,1	1 645	1 783	1 638	815	33,2	2 453	2 616
	Death	73	34	31,8	107	115	78	25	24,3	103	112
	Resignation	4 421	1 196	21,3	5 617	6 087	2 526	720	22,2	3 246	3 430
	<b>Total</b>	<b>6 814</b>	<b>2 174</b>	<b>24,2</b>	<b>8 988</b>	<b>9 716</b>	<b>5 140</b>	<b>1 822</b>	<b>26,2</b>	<b>6 962</b>	<b>7 359</b>

Occupational category	Reason for separation (except lay-off)	1981					1982				
		Anglophones	Francophones		Anglo-phones and Franco-phones	Total <sup>a</sup>	Anglophones	Francophones		Anglo-phones and Franco-phones	Total <sup>a</sup>
			No.	%				No.	%		
Operational	Release	101	26	20,5	127	143	99	36	26,7	135	145
	Rejection on probation	79	19	19,4	98	113	72	18	20,0	90	98
	Revocation of appointment	2	0	0,0	2	2	2	1	33,3	0	3
	Retirement	1 448	405	21,9	1 853	1 923	1 257	350	21,8	1 607	1 720
	End of specified period	665	167	20,1	832	1 003	1 093	302	21,6	1 395	1 539
	Death	143	51	26,3	194	201	170	54	24,1	224	230
	Resignation	3 066	488	13,7	3 554	3 879	1 512	219	12,7	1 731	2 015
	<b>Total</b>	<b>5 565</b>	<b>1 166</b>	<b>17,3</b>	<b>6 731</b>	<b>7 341</b>	<b>4 211</b>	<b>978</b>	<b>18,8</b>	<b>5 189</b>	<b>5 754</b>
All categories <sup>c</sup>	Release	198	66	25,0	264	284	196	70	26,3	266	284
	Rejection on probation	274	96	25,9	370	410	365	102	21,8	467	486
	Revocation of appointment	6	1	14,3	7	9	6	7	53,8	7	13
	Retirement	4 846	1 073	18,1	5 919	6 178	3 776	916	19,5	4 692	4 896
	End of specified period	2 343	943	28,7	3 286	3 711	3 349	1 313	28,2	4 662	5 062
	Death	387	129	25,0	516	544	450	118	20,8	568	588
	Resignation	11 161	2 425	17,8	13 586	14 859	6 310	1 398	18,1	7 708	8 387
	<b>Grand total<sup>d</sup></b>	<b>19 420</b>	<b>4 797</b>	<b>19,8</b>	<b>24 217</b>	<b>26 324</b>	<b>14 475</b>	<b>3 923</b>	<b>21,3</b>	<b>18 398</b>	<b>19 739</b>

<sup>a</sup>Includes 2 107 employees in 1981 and 1 341 in 1982 whose first official language was not specified on separation documents.

<sup>b</sup>In 1981, includes the EX group only. See Explanatory Notes.

<sup>c</sup>Includes 57 separations in 1981 and 72 in 1982 from positions not classified in one of the six occupational categories.

<sup>d</sup>Includes 337 separations in 1981 and 23 in 1982 where the reason was not specified.

Sources: Release for incompetence or incapacity and revocation of appointment: Public Service Commission; all other reasons: Department of Supply and Services



# Training

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**Table 51**

## Developmental training and location

Number of participants taking Public Service Commission developmental training courses, by subject area and location, 1982

Subject area	Location							Total
	NCR	Halifax	Montreal	Toronto	Winnipeg	Edmonton	Vancouver	
Management Orientation	682	0	4	0	0	0	0	686
Management Theory and Practices	1 780	82	158	120	95	113	65	2 413
Informatics	1 677	58	71	29	14	18	28	1 895
Financial Management	1 259	101	101	70	161	97	83	1 872
Materiel Management	246	22	18	0	12	13	33	344
Government Systems	18	0	0	0	0	0	0	18
Personnel Management	1 678	229	212	143	116	163	119	2 660
Systems Approach to Training	24	0	0	0	0	0	0	24
Individual Development	273	18	18	0	13	0	17	339
<b>Total</b>	<b>7 637</b>	<b>510</b>	<b>582</b>	<b>362</b>	<b>411</b>	<b>404</b>	<b>345</b>	<b>10 251</b>

**Table 52**

## Developmental training and language of instruction

Number of Public Service Commission developmental training courses conducted, by subject area and language of instruction, 1982

Subject area	Language of instruction			Total
	French	English	Bilingual	
Management Orientation	5	26	2	33
Management Theory and Practices	29	97	0	126
Informatics	10	78	0	88
Financial Management	12	71	0	83
Materiel Management	2	14	0	16
Government Systems	0	1	0	1
Personnel Management	32	103	0	135
Systems Approach to Training	0	1	0	1
Individual Development	4	11	0	15
<b>Total</b>	<b>94</b>	<b>402</b>	<b>2</b>	<b>498</b>

**Developmental training and category**

Number of participants taking Public Service Commission developmental training courses, by subject area and occupational category, 1982

Subject area	Occupational category							Total
	Management	Scientific and Professional	Administrative and Foreign Service	Technical	Administrative Support	Operational	Other <sup>a</sup>	
Management Orientation	273	43	246	4	3	0	117	686
Management Theory and Practices	5	256	1 141	128	326	8	549	2 413
Informatics	8	135	875	115	345	0	417	1 895
Financial Management	62	106	731	47	519	0	407	1 872
Material Management	0	10	107	8	145	4	70	344
Government Systems	0	2	13	0	1	0	2	18
Personnel Management	0	121	866	133	1 056	8	476	2 660
Systems Approach to Training	0	0	23	0	0	0	1	24
Individual Development	63	20	115	15	44	0	82	339
<b>Total</b>	<b>411</b>	<b>693</b>	<b>4 117</b>	<b>450</b>	<b>2 439</b>	<b>20</b>	<b>2 321</b>	<b>10 251</b>

<sup>a</sup> Training application does not specify the occupational category.

**Table 54****Language training (basic continuous courses)**

Number of students in basic continuous full-time day courses, by occupational category, language studied and year of enrolment, 1982

Occupational category	Language studied							Grand total	
	French			English			Total		
	Enrolled in 1981 <sup>a</sup>	Enrolled in 1982	Total	Enrolled in 1981 <sup>a</sup>	Enrolled in 1982	Total	Enrolled in 1981 <sup>a</sup>		Enrolled in 1982
Management	12	22	34	0	0	0	12	22	34
Scientific and Professional	105	206	311	26	54	80	131	260	391
Administrative and Foreign Service	315	525	840	28	82	110	343	607	950
Technical	51	129	180	27	51	78	78	180	258
Administrative Support	270	480	750	85	200	285	355	680	1 035
Operational	21	38	59	28	52	80	49	90	139
Other <sup>b</sup>	109	131	240	32	19	51	141	150	291
<b>Total</b>	<b>883</b>	<b>1 531</b>	<b>2 414</b>	<b>226</b>	<b>458</b>	<b>684</b>	<b>1 109</b>	<b>1 989</b>	<b>3 098</b>

<sup>a</sup>Includes only students who continued their training in 1982.

<sup>a</sup> Includes only students who continued their training in 1982.

<sup>b</sup> Students from departments and agencies not included in the Official Languages Information System (OLIS).

**Table 55****Language training (other courses)**

Number of students in other types of courses, by occupational category, language studied and year of enrolment, 1982

Occupational category	Language studied						Total		Grand total
	French			English					
	Enrolled in 1981 <sup>a</sup>	Enrolled in 1982	Total	Enrolled in 1981 <sup>a</sup>	Enrolled in 1982	Total	Enrolled in 1981 <sup>a</sup>	Enrolled in 1982	
Management	45	89	134	0	2	2	45	91	136
Scientific and Professional	391	911	1 302	33	205	238	424	1 116	1 540
Administrative and Foreign Service	507	1 472	1 979	37	303	340	544	1 775	2 319
Technical	156	382	538	33	164	197	189	546	735
Administrative Support	448	1 494	1 942	175	746	921	623	2 240	2 863
Operational	27	113	140	19	68	87	46	181	227
Other <sup>b</sup>	645	1 346	1 991	110	239	349	755	1 585	2 340
<b>Total</b>	<b>2 219</b>	<b>5 807</b>	<b>8 026</b>	<b>407</b>	<b>1 727</b>	<b>2 134</b>	<b>2 626</b>	<b>7 534</b>	<b>10 160</b>

<sup>a</sup>Includes only students who continued their training in 1982.

<sup>b</sup>Students from departments and agencies not included in the Official Languages Information System (OLIS).

**Table 56****Language training and Language Knowledge Examination**

Number of students in basic continuous full time day courses who have completed their training, by occupational category, language studied and rate of success in the Language Knowledge Examination (LKE), 1982

Occupational category	Language studied						Total		
	French			English					
	Training completed	Successful LKE		Training completed	Successful LKE		Training completed	Successful LKE	
		No.	%		No.	%		No.	%
Management	18	17	94,4	0	0	0,0	18	17	94,4
Scientific and Professional	151	149	98,7	53	53	100,0	204	202	99,0
Administrative and Foreign Service	444	433	97,5	58	58	100,0	502	491	97,8
Technical	70	67	95,7	35	35	100,0	105	102	97,1
Administrative Support	370	360	97,3	170	170	100,0	540	530	98,1
Operational	24	24	100,0	44	44	100,0	68	68	100,0
Other*	122	119	97,5	38	38	100,0	160	157	98,1
Total	1 199	1 169	97,5	398	398	100,0	1 597	1 567	98,1

<sup>a</sup>Students from departments and agencies not included in the Official Languages Information System (OLIS).

## Formation linguistique (autres cours)

Répartition des étudiants à tous les autres cours, selon la catégorie professionnelle, la langue étudiée et l'année d'inscription, 1982

Catégorie professionnelle	Gestion	Scientifiques et spécialistes	Administration et service extérieur	Techniciens	Soutien administratif	Exploitation	Autres <sup>a</sup>	Total	Inscrits en 1981 <sup>a</sup>	Inscrits en 1982	Grand total
Français	45	391	507	156	448	27	645	2 219	5 807	8 026	407
	1981 <sup>a</sup>	911	1 472	382	1 494	113	1 346	5 807	8 026	407	1981 <sup>a</sup>
Anglais	2	205	37	33	164	175	110	1 727	2 134	2 134	1982
	Total	238	340	197	746	921	239	2 134	2 134	2 134	1982
Total	45	424	544	189	546	46	755	2 626	7 534	10 160	1981 <sup>a</sup>
	1981 <sup>a</sup>	1 116	1 775	546	735	227	1 585	7 534	10 160	10 160	1982

<sup>a</sup> Ne tient compte que des étudiants inscrits en 1981 qui ont poursuivi leur cours en 1982.  
Comprend les étudiants des ministères et organismes ne faisant pas partie du Système informatisé sur les langues officielles (S.I.L.O.).

Tableau 56

## Formation linguistique et Examen de connaissance de langue

Répartition des étudiants aux cours de base continus, à temps plein, le jour, ayant terminé leur formation, selon la catégorie professionnelle, la langue étudiée et le taux de réussite à l'Examen de connaissance de langue (E.C.L.), 1982

Langue étudiée																		
Catégorie professionnelle	Gestion	Scientifiques et spécialistes	Administration et service extérieur	Techniciens	Soutien administratif	Exploitation	Autres <sup>a</sup>	Total	Français					Anglais				
									Formation terminée	N.	%	Réussite à l'E.C.L.	Total	Formation terminée	N.	%	Réussite à l'E.C.L.	Total
	18	151	444	70	370	24	122	1 199	1 169	97,5	398	398	100,0	1 597	1 567	98,1		
	17	149	433	67	360	24	119	1 199	1 169	97,5	38	38	100,0	1 560	1 57	98,1		
	0	53	58	35	170	44	38	398	398	100,0	58	58	100,0	502	491	97,8		
	0	53	53	35	170	44	38	398	398	100,0	53	53	100,0	204	202	99,0		
	0	0	0	0	0	0	0	0	0	0,0	0	0	0,0	18	17	94,4		
										%			%			%		

<sup>a</sup> Comprend les étudiants des ministères et organismes ne faisant pas partie du Système informatisé sur les langues officielles (S.I.L.O.).



## Formation professionnelle et catégorie professionnelle

Répartition des participants aux cours de formation professionnelle de la Commission selon le domaine de cours et la catégorie professionnelle, 1982

Catégorie professionnelle																
Domaine de cours	Gestion	scien- tifi- ques et Administra- tion et service extérieur	Techni- ciens	Soutien adminis- tratif	Exploitation	Autres <sup>a</sup>	Total	La demande de formation ne précise pas la catégorie professionnelle								
								686	2 413	1 895	8	549	417	1 872	344	18
Orienta-tion en gestion	273	43	246	4	3	0	686	63	20	115	15	44	0	82	339	
Théorie et pratiques de gestion	5	256	1 141	128	326	8	2 413	0	0	0	0	0	0	0	0	
Informatique	8	135	875	115	345	0	1 895	62	106	731	47	519	0	407	1 872	
Gestion des finances	0	10	107	8	145	4	344	0	2	13	0	1	0	2	18	
Systèmes du gouvernement	0	121	866	133	1 056	8	2 660	0	0	23	0	0	0	1	24	
Gestion du personnel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Approche systémique à la formation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Perfectionnement individuel	63	20	115	15	44	0	339	411	693	4 117	450	2 439	20	2 321	10 251	
Total	411	693	4 117	450	2 439	20	10 251									

<sup>a</sup> La demande de formation ne précise pas la catégorie professionnelle.

Tableau 54

## Formation linguistique (cours de base continus)

Répartition des étudiants aux cours de base continus, à temps plein, le jour, selon la catégorie professionnelle, la langue étudiée et l'année d'inscription, 1982

Langue étudiée	Français					Anglais					Total					Grand total				
	Inscrits	en	1981 <sup>a</sup>	1982	Total	Inscrits	en	1981 <sup>a</sup>	1982	Total	Inscrits	en	1981 <sup>a</sup>	1982	Total	Inscrits	en	1981 <sup>a</sup>	1982	Total
Catégorie professionnelle	12	22	34	0	0	0	0	0	0	0	12	22	34	0	0	12	22	34	0	0
Gestion	105	206	311	26	26	54	80	131	260	391	105	206	311	26	260	131	260	391	105	206
Scientifiques et spécialistes	315	525	840	28	28	82	110	343	607	950	315	525	840	28	607	343	607	950	315	525
Administration et service extérieur	51	129	180	27	27	51	78	78	180	258	51	129	180	27	180	78	180	258	51	129
Techniciens	270	480	750	85	85	200	285	355	680	1 035	270	480	750	85	680	355	680	1 035	270	480
Soutien administratif	21	38	59	28	28	52	80	49	90	139	21	38	59	28	90	49	90	139	21	38
Exploitation	109	131	240	32	32	19	51	141	150	291	109	131	240	32	150	141	150	291	109	131
Autres <sup>b</sup>	883	1 531	2 414	226	226	458	684	1 109	1 989	3 098	883	1 531	2 414	226	1 989	1 109	1 989	3 098	883	1 531
Total	1 531	2 414	3 098	226	226	458	684	1 109	1 989	3 098	1 531	2 414	3 098	226	1 989	1 109	1 989	3 098	1 531	2 414

<sup>a</sup> Ne tient compte que des étudiants inscrits en 1981 qui ont poursuivi leur cours en 1982.  
<sup>b</sup> Comprend les étudiants des ministères et organismes ne faisant pas partie du Système informatisé sur les langues officielles (S.I.L.O.).

Formation

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Tableau 51

Formation professionnelle et lieu des cours

Répartition des participants aux cours de formation professionnelle de la Commission selon le domaine et le lieu des cours, 1982

Lieu des cours		Domaine de cours							
		R.C.N.	Halifax	Montréal	Toronto	Winnipeg	Edmonton	Vancouver	Total
Orientation en gestion		682	0	4	0	0	0	0	686
Théorie et pratiques de gestion		1 780	82	158	120	95	113	65	2 413
Informatique		1 677	58	71	29	14	18	28	1 895
Gestion des finances		1 259	101	101	70	161	97	83	1 872
Gestion du matériel		246	22	18	0	12	13	33	344
Systèmes du gouvernement		18	0	0	0	0	0	0	18
Gestion du personnel		1 678	229	212	143	116	163	119	2 660
Approche systémique à la formation		24	0	0	0	0	0	0	24
Perfectionnement individuel		273	18	18	0	13	0	17	339
Total		7 637	510	582	362	411	404	345	10 251

Tableau 52

Formation professionnelle et langue d'enseignement

Répartition des cours de formation professionnelle donnés par la Commission selon le domaine de cours et la langue d'enseignement, 1982

Langue d'enseignement		Domaine de cours							
		Français	Anglais	Bilingue	Total				
Orientation en gestion		5	26	2	33				
Théorie et pratiques de gestion		29	97	0	126				
Informatique		10	78	0	88				
Gestion des finances		12	71	0	83				
Gestion du matériel		2	14	0	16				
Systèmes du gouvernement		0	1	0	1				
Gestion du personnel		32	103	0	135				
Approche systémique à la formation		0	1	0	1				
Perfectionnement individuel		4	11	0	15				
Total		94	402	2	498				

tion d'emploi.  
rindes de 1981 incluent le groupe EX seulement. Voir la note technique.  
rindes 57 employées en 1981 et 72 en 1982 dont le poste n'est pas classé dans l'une ou l'autre des six  
rindes professionnelles.  
337 cessations d'emploi en 1981 et 22 en 1982, le total n'a pas été précisé.  
se ; renvois pour incompétence ou incompatibilité avec la nomination ; Commission de la Fonction  
ue ; autre motif : Ministère des Approvisionnements et Services

Tableau 50

**Cessations d'emploi, catégorie professionnelle et groupe linguistique**  
Répartition, en nombre et pourcentage, des cessations d'emploi selon la catégorie professionnelle, le motif et le groupe linguistique, 1981 et 1982

Catégorie professionnelle	Motif (sauf mise en disponibilité)	Anglophones		Francophones		Anglophones		Francophones		N.	%	Total <sup>a</sup>
		Renvoi	0	0	0,0	0	0	0	0			
Gestion <sup>b</sup>	Renvoi	0	0	0	0,0	0	0	0	0	1	100,0	1
	Renvoi en cours de stage	1	0	0,0	1	1	0	0	0	0	0,0	0
	Révocation de la nomination	0	0	0,0	0	0	0	0	0	0	0,0	0
	Retraite	29	1	3,3	30	40	71	9	11,3	80	92	0
	Fin de période déterminée	0	0	0,0	0	0	0	0	0,0	0	0	0
	Décès	1	2	66,7	3	3	3	2	40,0	5	5	46
	Démision	32	8	20,0	40	43	36	6	14,3	42	46	0
	Total	63	11	14,9	74	87	111	18	14,0	129	146	19
	Renvoi	10	1	9,1	11	12	14	5	26,3	19	19	37
	Renvoi en cours de stage	13	1	7,1	14	17	26	11	29,7	37	37	0
Scientifiques et spécialistes	Renvoi	10	1	9,1	11	12	14	5	26,3	19	19	37
	Total	63	11	14,9	74	87	111	18	14,0	129	146	19
	Renvoi	10	1	9,1	11	12	14	5	26,3	19	19	37
	Renvoi en cours de stage	13	1	7,1	14	17	26	11	29,7	37	37	0
	Révocation de la nomination	0	0	0,0	0	0	0	0	0,0	0	0	0
	Retraite	426	62	12,7	488	522	308	46	13,0	354	367	0
	Fin de période déterminée	114	43	27,4	157	210	160	55	25,6	215	256	47
	Décès	33	8	19,5	41	45	42	2	4,5	44	47	981
	Démision	1 091	191	14,9	1 282	1 492	759	129	14,5	888	981	146
	Total	1 707	311	15,4	2 018	2 331	1 317	248	15,8	1 565	1 715	33
Administration et service extérieur	Renvoi	23	9	28,1	32	32	27	6	18,2	33	33	58
	Renvoi en cours de stage	19	10	34,5	29	31	37	20	35,1	57	57	8
	Révocation de la nomination	0	0	0,0	0	0	4	4	50,0	0	0	8
	Retraite	1 319	266	16,8	1 585	1 644	903	202	18,3	1 105	1 136	338
	Fin de période déterminée	343	113	24,8	456	493	223	93	29,4	316	338	130
	Décès	79	27	25,5	106	112	105	23	18,0	128	130	184
	Démision	1 576	400	20,2	1 976	2 119	888	237	21,1	1 125	1 184	2 884
	Total	3 381	827	19,7	4 208	4 466	2 186	582	21,0	2 768	2 884	14
	Renvoi	16	6	27,3	22	23	9	4	30,8	13	14	160
	Renvoi en cours de stage	61	20	24,7	81	92	129	28	17,8	157	160	593
Techniciens	Révocation de la nomination	1	0	0,0	1	1	0	1	100,0	0	0	1
	Retraite	611	88	12,6	699	713	493	94	16,0	587	593	291
	Fin de période déterminée	153	41	21,1	194	220	231	43	15,7	274	291	64
	Décès	58	7	10,8	65	68	52	12	18,8	64	68	685
	Démision	962	138	12,5	1 100	1 188	569	81	12,5	650	685	1 809
	Total	1 873	303	13,9	2 176	2 326	1 485	262	15,0	1 747	1 809	71
	Renvoi	48	24	33,3	72	74	47	18	27,7	65	71	133
	Renvoi en cours de stage	101	46	31,3	147	156	101	25	19,8	126	133	1
	Révocation de la nomination	3	1	25,0	4	5	0	1	100,0	0	0	1
	Retraite	1 010	251	19,9	1 261	1 333	743	213	22,3	956	984	1 067
Soutien administratif	Fin de période déterminée	1 067	578	35,1	1 645	1 783	1 638	815	33,2	2 453	2 616	3 430
	Décès	73	34	31,8	107	115	78	25	24,3	103	112	7 359
	Démision	4 421	1 196	21,3	5 617	6 087	2 526	720	22,2	3 246	3 430	Total <sup>a</sup>
	Total	6 814	2 174	24,2	8 988	9 716	5 140	1 822	26,2	6 962	7 359	



Sources : Renouveau pour l'incapacité et les révisions de nomination ; Commission de la Fonction publique; autres motifs : Ministère des Approvisionnements et Services

Tableau 48

## Cessations d'emploi et motifs

Répartition des cessations d'emploi selon le motif, 1981 et 1982

Motifs de cessations d'emploi (sauf les mises en disponibilité)

Renvoi

inconduite

incompétence ou incapacité

activités politiques

abandon de poste

Renvoi en cours de stage

Révocation de la nomination

Retraite

âge légal (65 ans et plus)

volontaire (55 à 64 ans)

raison de santé

Fin de période déterminée

Décès

Démission

Total<sup>a</sup>

19 739

26 324

14 859

8 387

Motifs des démissions

emploi dans le secteur privé

3 982

1 789

emploi dans un autre organisme gouvernemental

209

180

retour aux études

773

528

raisons personnelles non précisées

4 519

autres

1 961

1 371

Ces données incluent 337 cessations d'emploi en 1981 et 23 en 1982 dont le motif n'a pas été précisé

Sources : Renvois pour incompétence ou incapacité et révocations de nomination : Commission de la Fonction publique; autres motifs : Ministère des Approvisionnements et Services

Tableau 49

## Cessations d'emploi, catégorie professionnelle et sexe

Répartition, en nombre et pourcentage, des cessations d'emploi selon la catégorie professionnelle, le motif et le sexe, 1981 et 1982

Catégorie professionnelle	Motif (sauf mise en disponibilité)	1981		1982	
		Hommes	Femmes	Hommes	Femmes
Gestion <sup>b</sup>	Renvoi	0	0	0	2
	Renvoi en cours de stage	1	0	0	0
	Révocation de la nomination	0	0	0	0
	Retraite	37	3	40	92
	Fin de période déterminée	0	0	0	0
	Décès	3	0	0	5
	Démision	40	3	43	46
	Total	81	6	87	143
	Renvoi	9	3	12	15
	Renvoi en cours de stage	10	7	17	29
Scientifiques et spécialistes	Révocation de la nomination	1	0	0	0
	Retraite	447	75	522	311
	Fin de période déterminée	86	124	90	166
	Décès	43	2	42	90
	Démision	763	729	472	508
	Total	1 381	950	967	746
	Renvoi	24	8	23	10
	Renvoi en cours de stage	25	6	14	24,1
	Révocation de la nomination	0	0	0	87,5
	Retraite	1 380	263	934	202
Administration et service extérieur	Fin de période déterminée	220	273	180	53,3
	Décès	95	17	19	14,6
	Démision	1 323	795	480	40,5
	Total	3 087	1 377	4 466	1 981
	Renvoi	24	8	23	10
	Renvoi en cours de stage	25	6	14	24,1
	Révocation de la nomination	0	0	0	87,5
	Retraite	1 380	263	934	202
	Fin de période déterminée	220	273	180	53,3
	Décès	95	17	19	14,6
Total	Démision	763	729	472	508
	Total	1 381	950	967	746
	Renvoi	24	8	23	10
	Renvoi en cours de stage	25	6	14	24,1
	Révocation de la nomination	0	0	0	87,5
	Retraite	1 380	263	934	202
	Fin de période déterminée	220	273	180	53,3
	Décès	95	17	19	14,6
	Démision	1 323	795	480	40,5
	Total	3 087	1 377	4 466	1 981

46	Mises en disponibilité, catégorie professionnelle et sexe	99
47	Mises en disponibilité, catégorie professionnelle et groupe linguistique	99
48	Cessations d'emploi et motifs	100
49	Cessations d'emploi, catégorie professionnelle et sexe	100
50	Cessations d'emploi, catégorie professionnelle et groupe linguistique	102

Tableau 46

Mises en disponibilité, catégorie professionnelle et sexe

Cessations d'emploi suite à des mises en disponibilité selon la catégorie professionnelle, la raison de mise en disponibilité et le sexe, 1982

Réorganisation											
Hommes				Femmes				Total			
2	0	2	2	14	38	52	0	0	0	0	2
25	7	32	25	19	8	27	4	3	7	51	24
28	13	41	28	10	7	17	0	0	0	32	9
9	36	45	9	69	50	119	0	0	0	164	59
95	9	104	95	21	29	5	5	31	36	22	88
181	67	248	181	120	124	244	9	34	43	310	225
Total											

Tableau 47

Mises en disponibilité, catégorie professionnelle et groupe linguistique

Cessations d'emploi suite à des mises en disponibilité selon la catégorie professionnelle, la raison de mise en disponibilité et le groupe linguistique, 1982

Réorganisation											
Anglo-phones				Franco-phones				Total			
1	1	2	1	0	0	0	0	0	0	1	2
26	6	32	26	45	7	52	0	0	0	71	84
27	14	41	27	24	3	27	7	0	7	58	17
19	5	24	19	17	0	17	0	0	0	36	5
29	16	45	29	27	2	29	35	1	36	91	110
87	17	104	87	119	0	119	0	0	0	206	17
189	59	248	189	232	12	244	42	1	43	463	535
Total											

## Appels, provenance des nominations et méthode de sélection

Méthodes de sélection ouvrant droit à un appel et ayant fait l'objet d'appels et dispositifs des décisions des comités d'appel selon la provenance des nominations et la méthode de sélection, 1982

Dispositifs des décisions

Provenance des nominations et méthode de sélection	Méthodes de sélection ouvrant droit à un appel	Total*	Accueillis	Appels	Appels non accueillis*	Total*
Commission de la Fonction publique						
Concours restreints	384	38	6	8	46	54
Sans concours	179	6	1	4	8	12
Total	563	44	7	12	54	66
Ministères						
Concours restreints	13 457	1 292	163	232	1 712	1 944
Sans concours	6 293	308	55	137	666	803
Total	19 750	1 600	218	369	2 378	2 747
C.F.P. et ministères						
Concours restreints	13 841	1 330	169	240	1 758	1 998
Sans concours	6 472	314	56	141	674	815
Grand total	20 313	1 644	225	381	2 432	2 813
Le total des méthodes de sélection ayant fait l'objet d'appels est inférieur au total des appels parce que plusieurs personnes peuvent en appeler d'une méthode de sélection.						
Parmi les appels non accueillis, on compte ceux qui ont été rejetés ou régés de quelque autre façon par un comité d'appel, avec ou sans audience, soit que l'appelant ait retiré son appel ou que l'appel ait été jugé irrecevable.						

Le total des méthodes de sélection ayant fait l'objet d'appels est inférieur au total des appels parce que plusieurs personnes peuvent en appeler d'une même méthode de sélection. Parmi les appels non accueillis, on compte ceux qui ont été rejetés ou reglées de quelque autre façon par un comité d'appel, avec ou sans audience, soit que l'appelant ait retiré son appel ou que l'appel ait été jugé irrecevable.

d'appel, avec ou sans audience, soit que l'appelant ait retiré son appel ou que l'appel ait été jugé irrecevable.



# Appels et ministère

Méthodes de sélection ayant fait l'objet d'appels et dispositifs des décisions des comités d'appel, selon le ministère et le sexe, 1982

Méthodes de sélection ayant fait l'objet d'appels	Total <sup>a</sup> Accueillis	Appels accueillis	Appels non accueillis <sup>b</sup>	Total	Grand total <sup>c</sup>
Ministère					
Affaires des anciens combattants	25	4	1	15	19
Affaires extérieures	19	3	3	44	9
Affaires indiennes et du Nord canadien	29	6	6	21	5
Agence canadienne de développement international	6	1	0	8	0
Agriculture	62	11	11	70	81
Approvisionnement et Services	45	4	2	31	25
Archives publiques du Canada	2	0	0	1	1
Bibliothèque nationale du Canada	5	0	0	4	1
Bureau de la Coordonnatrice, Situation de la femme	3	1	0	1	1
Bureau du Commissaire aux langues officielles	1	0	0	1	0
Bureau du Conseil privé	1	0	0	1	0
Bureau du Directeur général des élections	1	1	1	0	0
Commission canadienne des droits de la personne	2	0	0	2	0
Commission canadienne des pensions	3	2	3	0	1
Commission canadienne des transports	4	0	0	3	2
Commission de la Fonction publique	15	0	0	7	9
Communications	7	1	1	4	2
Conseil du Trésor (Secrétariat)	3	1	2	2	1
Consommation et Corporations	13	1	1	13	2
Cour fédérale	1	0	0	1	0
Défense nationale (civils)	221	33	37	19	214
Département des Assurances	1	1	1	1	0
Département d'Etat au Développement économique	1	1	0	0	0
Emploi et Immigration	353	47	47	56	456
Energie, Mines et Ressources	32	1	1	0	28
Environnement	73	11	13	1	65
Expansion économique régionale	3	0	0	0	2
Finances	1	1	1	0	0
Gendarmerie royale du Canada <sup>d</sup>	14	3	0	3	2
Industrie et Commerce	11	4	5	0	6
Justice	5	1	0	1	5
Musées nationaux du Canada	5	2	1	0	4
Office national de l'énergie	3	0	0	0	3
Pêches et Océans	46	4	7	0	40
Revenu national (Douanes et Accise, Impôt)	202	28	30	16	181
Santé nationale et Bien-être social	54	12	11	8	31
Secrétariat d'Etat du Canada	15	0	0	9	10
Service correctionnel du Canada	69	10	10	3	69
Société canadienne des Postes <sup>e</sup>	42	6	8	2	51
Solliciteur général	1	0	0	0	2
Statistique Canada	10	0	0	0	9
Transports	176	20	22	5	195
Travail	14	0	0	8	12
Travaux publics	45	4	4	0	34
Total	1 644	225	229	152	1 642
					790
					1 871
					942
					2 813

<sup>a</sup> Les personnes peuvent en appeler d'une méthode de sélection. Les appels non accueillis, on compte ceux qui ont été rejetés ou régies de quelque autre façon par un comité, avec ou sans audience, soit que l'appelant ait retiré son appel ou que l'appel ait été jugé irrecevable. Les assujettis à la Loi sur l'emploi dans la fonction publique.

<sup>b</sup> Interjetés avant la mise sur pied de la Société canadienne des Postes.

Appels

42	Appels et variation annuelle	96
43	Appels et catégorie professionnelle	96
44	Appels et ministère	97
45	Appels, provenance des nominations et méthode de sélection	98

Tableau 42

Appels et variation annuelle

Nombre d'appels interjetés à l'encontre de méthodes de sélection et à l'encontre de recommandations de renvoi ou de rétrogradation, et variation annuelle en pourcentage, entre 1972 et 1982

Année	Méthodes de sélection <sup>a</sup> ou de rétrogradation <sup>b</sup>	Appels interjetés	
		Recommandations de renvoi	Variation annuelle
1972	2 467	51	+23,9
1973	3 019	42	+21,6
1974	4 072	53	+34,8
1975	3 377	40	-17,2
1976	2 746	64	-17,8
1977	3 485	74	+26,7
1978	2 687	115	-21,3
1979	2 293	146	-13,0
1980	3 250	125	+38,4
1981 <sup>c</sup>	3 398	113	+4,0
1982 <sup>c</sup>	2 813	72	-17,8

Article 21 de la Loi sur l'emploi dans la Fonction publique  
Article 31 de la Loi sur l'emploi dans la Fonction publique  
<sup>a</sup>Dans 411 appels en 1981 et 70 en 1982, la Société canadienne des Postes était en cause.

Tableau 43

Appels et catégorie professionnelle

Méthodes de sélection ayant fait l'objet d'appels et dispositifs des décisions des comités d'appel selon la catégorie professionnelle et le sexe, 1982

Catégorie professionnelle	Gestion	Administration et service extérieur	Techniciens	Soutien administratif	Exploitation	Méthodes de sélection ayant fait l'objet d'appels						Dispositifs des décisions
						Total <sup>a</sup>	Accueillis	Appels ayant fait l'objet d'appels	Hommes	Femmes	Appels non accueillis <sup>b</sup>	
Grand total <sup>a</sup>	8	109	213	400	284	1 644	225	225	152	1 642	790	Total
	0	11	24	58	42	225	0	107	55	779	0	
Hommes	0	10	33	25	54	229	0	107	55	779	0	Hommes
	0	5	1	84	7	152	0	107	55	779	0	
Femmes	0	197	180	126	230	790	0	107	55	779	0	Femmes
	0	26	17	150	35	942	0	107	55	779	0	

Le total des méthodes de sélection ayant fait l'objet d'appels est inférieur au grand total des appels parce que plusieurs personnes peuvent en appeler d'une méthode de sélection.  
Parmi les appels non accueillis, on compte ceux qui ont été rejetés ou régies de quelque autre façon par un comité d'appel, avec ou sans audience, soit que l'appelant ait retiré son appel ou que l'appel ait été jugé irrecevable.

**Nominations, candidatures et diplômés de collèges communautaires et de cégeps**  
Candidatures et nominations liées au programme de recrutement dans les collèges communautaires et les cégeps selon le secteur professionnel, le groupe linguistique et le sexe, 1981 et 1982

1981											
Candidatures						Nominations					
Secteur professionnel	Anglo-phones	Franco-phones	Hommes	Femmes	Total	Anglo-phones	Franco-phones	Hommes	Femmes	Total	
Sciences de la gestion	305	67	192	180	372	76	0	36	40	76	
Sciences pures et appliquées	880	225	1 071	34	1 105	65	10	67	8	75	
Informatique	337	41	295	83	378	54	20	45	29	74	
<b>Total</b>	<b>1 522</b>	<b>333</b>	<b>1 558</b>	<b>297</b>	<b>1 855</b>	<b>195</b>	<b>30</b>	<b>148</b>	<b>77</b>	<b>225</b>	
1982											
Sciences de la gestion	818	30	406	442	848	70	1	33	38	71	
Sciences pures et appliquées	1 779	214	1 851	142	1 993	161	8	162	7	169	
Informatique	505	169	434	240	674	59	31	39	51	90	
<b>Total</b>	<b>3 102</b>	<b>413</b>	<b>2 691</b>	<b>824</b>	<b>3 515</b>	<b>290</b>	<b>40</b>	<b>234</b>	<b>96</b>	<b>330</b>	

**Nominations et Programme d'emplois d'été axés sur la carrière**

Etudiants embauchés dans le cadre du Programme d'emplois d'été axés sur la carrière selon le secteur professionnel, le genre de maison d'enseignement, le groupe linguistique et le sexe, 1981 et 1982

1981											
Secteur professionnel	Anglo-phones	Franco-phones	Hommes	Femmes	Total	Anglo-phones	Franco-phones	Hommes	Femmes	Total	
Sciences sociales et administration	465	194	313	346	659	840	354	521	673	1 194	
Sciences pures et appliquées	1 805	502	1 405	902	2 307	1 962	636	1 595	1 003	2 598	
<b>Total</b>	<b>2 270</b>	<b>696</b>	<b>1 718</b>	<b>1 248</b>	<b>2 966</b>	<b>2 802</b>	<b>990</b>	<b>2 116</b>	<b>1 676</b>	<b>3 792</b>	
1982											
Maison d'enseignement	2 000	579	1 494	1 085	2 579	2 500	804	1 834	1 470	3 304	
Collège communautaire et cégep	270	117	224	163	387	302	186	282	206	488	
<b>Total</b>	<b>2 270</b>	<b>696</b>	<b>1 718</b>	<b>1 248</b>	<b>2 966</b>	<b>2 802</b>	<b>990</b>	<b>2 116</b>	<b>1 676</b>	<b>3 792</b>	

Tableau 38

## Nominations et diplômés d'universités

Répartition, en nombre et pourcentage, des diplômés d'universités et des nominations faites dans le cadre du programme de recrutement dans les universités, selon la région où le dernier diplôme a été décerné, le groupe linguistique et le sexe, 1982

Région	Hommes	Femmes	N.	%	Total	Anglo-phones	Franco-phones	Hommes	Femmes	N.	%	Total
Terre-Neuve	760	685	1 445	1,4	16	0	12	6	4	16	1,8	1,8
Ile-du-Prince-Édouard	115	135	250	0,3	10	1	6	5	11	1,2	8,7	8,7
Nouvelle-Écosse	2 245	2 200	4 445	4,4	77	2	46	33	79	8,7	5,8	34,1
Nouveau-Brunswick	1 340	1 225	2 565	2,6	21	32	33	20	310	34,1	33,2	3,6
Québec	13 715	12 300	26 015	26,0	60	250	209	101	3 365	51	5,4	6,0
Ontario	21 970	21 630	43 600	43,6	237	65	176	126	302	33,2	3,6	0,7
Manitoba	2 135	2 050	4 185	4,2	33	0	28	5	33	3,6	2,6	2,3
Saskatchewan	1 675	1 670	3 345	3,3	6	0	4	2	6	0,7	2,3	2,3
Alberta	3 690	3 540	7 230	7,2	24	0	20	4	24	2,6	2,6	2,6
Colombie-Britannique	3 720	3 290	7 010	7,0	52	2	40	14	54	6,0	2,3	2,3
Étranger <sup>a</sup>	—	—	—	—	19	2	17	4	21	2,3	2,3	2,3
Total	51 365	48 725	100 090	100,0	555	354	591	318	909	100,0	100,0	100,0

<sup>a</sup> Les données pour les diplômés de 1982 proviennent de Statistique Canada.  
<sup>b</sup> Canadiens étudiant à l'étranger

Tableau 39

## Nominations, candidatures et diplômés d'universités

Candidatures et nominations liées au programme de recrutement dans les universités selon le secteur professionnel, le groupe linguistique et le sexe, 1981 et 1982

Secteur professionnel	Anglo-phones	Franco-phones	Hommes	Femmes	Total <sup>a</sup>	Anglo-phones	Franco-phones	Hommes	Femmes	Total	Nominations
Administration	1 103	361	957	507	1 464	112	40	84	68	152	74
Service extérieur	1 757	477	1 567	667	2 234	58	16	54	20	74	209
Vérification et comptabilité <sup>b</sup>	1 533	807	1 605	735	2 340	131	78	142	67	209	75
Sciences pures et appliquées	365	196	504	57	561	61	14	51	24	75	28
Informatique	275	45	210	110	320	21	7	17	11	28	71
Socio-économique	757	407	672	492	1 164	40	31	40	31	71	609
Total	5 790	2 293	5 515	2 568	8 083	423	186	388	221	609	1982
Administration	2 174	1 211	1 831	1 554	3 385	123	64	86	101	187	126
Service extérieur	2 252	725	1 998	979	2 977	105	21	89	37	126	223
Vérification et comptabilité <sup>b</sup>	1 564	1 143	1 833	874	2 707	130	93	146	77	223	288
Sciences pures et appliquées	1 299	739	1 687	351	2 038	146	142	220	68	288	74
Informatique	332	91	288	135	423	45	29	42	32	74	11
Socio-économique	430	223	449	204	653	6	5	8	3	11	909
Total	8 051	4 132	8 086	4 097	12 183	555	354	591	318	909	1981

<sup>a</sup> Le nombre de candidatures excède le nombre de candidats puisque chaque candidat peut poser plus d'une candidature.

<sup>b</sup> Comprend 16 nominations en 1981 et 24 en 1982 au Bureau du Vérificateur général du Canada.



## Nominations et postes bilingues (dotation non impérative)

Répartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique à des postes bilingues (dotation non impérative) selon la catégorie professionnelle, la situation linguistique

Catégorie professionnelle	Situation linguistique des titulaires et exigences du poste	Anglophones	N.	%	Francophones	N.	%	Total
Gestion	Ont satisfait	201	82	98,8	283	62,9		
	Doivent satisfaire	114	0	0,0	114	25,3		
	N'ont pas à satisfaire <sup>b</sup>	50	1	1,2	52	11,6		
	<b>Total</b>	<b>366</b>	<b>83</b>	<b>100,0</b>	<b>450</b>	<b>100,0</b>		
Scientifiques et spécialistes	Ont satisfait	332	394	82,3	726	63,2		
	Doivent satisfaire	270	70	14,6	340	29,6		
	N'ont pas à satisfaire <sup>b</sup>	68	15	3,1	83	7,2		
	<b>Total</b>	<b>670</b>	<b>479</b>	<b>100,0</b>	<b>1 149</b>	<b>100,0</b>		
Administration et service extérieur	Ont satisfait	1 099	1 786	89,8	2 885	73,5		
	Doivent satisfaire	626	156	7,8	783	20,0		
	N'ont pas à satisfaire <sup>b</sup>	208	46	2,3	254	6,5		
	<b>Total</b>	<b>1 934</b>	<b>1 988</b>	<b>100,0</b>	<b>3 923</b>	<b>100,0</b>		
Techniciens	Ont satisfait	140	543	80,2	693	68,4		
	Doivent satisfaire	130	116	17,1	248	24,5		
	N'ont pas à satisfaire <sup>b</sup>	54	17	2,5	71	7,0		
	<b>Total</b>	<b>324</b>	<b>677</b>	<b>100,0</b>	<b>1 013</b>	<b>100,0</b>		
Soutien administratif	Ont satisfait	467	1 919	87,9	2 388	75,5		
	Doivent satisfaire	405	215	9,8	621	19,6		
	N'ont pas à satisfaire <sup>b</sup>	102	50	2,3	152	4,8		
	<b>Total</b>	<b>975</b>	<b>2 184</b>	<b>100,0</b>	<b>3 162</b>	<b>100,0</b>		
Exploitation	Ont satisfait	26	139	78,5	165	68,5		
	Doivent satisfaire	20	25	14,1	45	18,7		
	N'ont pas à satisfaire <sup>b</sup>	18	13	7,3	31	12,9		
	<b>Total</b>	<b>64</b>	<b>177</b>	<b>100,0</b>	<b>241</b>	<b>100,0</b>		
Toutes les catégories	Ont satisfait	2 265	4 863	87,0	7 140	71,8		
	Doivent satisfaire	1 565	582	10,4	2 151	21,6		
	N'ont pas à satisfaire <sup>b</sup>	500	142	2,5	643	6,5		
	<b>Grand total<sup>c</sup></b>	<b>4 333</b>	<b>5 588</b>	<b>100,0</b>	<b>9 938</b>	<b>100,0</b>		

Dans 17 cas, les documents de nomination ne précisent pas la première langue officielle de l'employé.  
 Titulaires autorisés, en vertu du Décret d'exclusion sur les langues officielles dans la Fonction publique, à occuper un poste bilingue sans posséder la compétence requise, mais dont certains sont desirux de l'acquies. Outre ces multilingues, ce groupe comprend des employés bilingues dont la compétence est cependant insuffisante en regard des exigences de leur poste.  
 Dans 4 cas, les documents de nomination ne précisent pas la situation linguistique du titulaire.

Tableau 36

## Nominations et postes bilingues (dotation impérative)

Répartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique à des postes bilingues (dotation impérative) selon la catégorie professionnelle, la modalité d'emploi et le groupe linguistique, 1982

Catégorie professionnelle	Modalité d'emploi	Anglophones		Francophones		Total <sup>a</sup>
		N.	%	N.	%	
Gestion	Période indéterminée <sup>b</sup>	45	45	91,8	90	92,8
	Période déterminée <sup>b</sup>	3	3	6,1	6	6,2
<b>Total</b>		<b>48</b>	<b>49</b>	<b>100,0</b>	<b>97</b>	<b>100,0</b>
Scientifiques et spécialistes	Période indéterminée	126	204	60,2	332	62,8
	Période déterminée <sup>b</sup>	59	135	39,8	197	37,2
<b>Total</b>		<b>185</b>	<b>339</b>	<b>100,0</b>	<b>529</b>	<b>100,0</b>
Administration et service extérieur	Période indéterminée	573	1 153	65,3	1 727	66,8
	Période déterminée <sup>b</sup>	235	613	34,7	857	33,2
<b>Total</b>		<b>808</b>	<b>1 766</b>	<b>100,0</b>	<b>2 584</b>	<b>100,0</b>
Techniciens	Période indéterminée	60	190	57,4	250	56,9
	Période déterminée <sup>b</sup>	48	141	42,6	189	43,1
<b>Total</b>		<b>108</b>	<b>331</b>	<b>100,0</b>	<b>439</b>	<b>100,0</b>
Soutien administratif	Période indéterminée	351	1 260	24,7	1 618	25,4
	Période déterminée <sup>b</sup>	901	3 832	75,3	4 749	74,6
<b>Total</b>		<b>1 252</b>	<b>5 092</b>	<b>100,0</b>	<b>6 367</b>	<b>100,0</b>
Exploitation	Période indéterminée	24	35	28,7	59	36,4
	Période déterminée <sup>b</sup>	15	87	71,3	103	63,6
<b>Total</b>		<b>39</b>	<b>122</b>	<b>100,0</b>	<b>162</b>	<b>100,0</b>
Toutes les catégories	Période indéterminée	1 179	2 887	37,5	4 076	40,0
	Période déterminée <sup>b</sup>	1 261	4 811	62,5	6 101	59,9
<b>Grand total<sup>c</sup></b>		<b>2 440</b>	<b>7 699</b>	<b>100,0</b>	<b>10 178</b>	<b>100,0</b>

<sup>a</sup>Dans 39 cas, les documents de nomination ne précisent pas la première langue officielle de l'employé.

<sup>b</sup>Aucun candidat ne peut être nommé à un poste pour une période déterminée s'il ne satisfait pas aux exigences linguistiques du poste.

<sup>c</sup>Dans 1 cas, le document de nomination ne précise pas la modalité d'emploi.

1982											
À la Fonction publique						Au sein de la Fonction publique					
Franco-phones			Anglo-phones			Franco-phones			Anglo-phones		
N.	%	Total <sup>a</sup>	N.	%	Total <sup>a</sup>	N.	%	Total <sup>a</sup>	N.	%	Total <sup>a</sup>
39	18	31,6	57	37,5	114	23,3	490	547	115	16,0	76,2
11	0	0,0	11	103	1	1,0	104	1	0,1	16,0	1
0	0	0,0	0	0	0	1	100,0	1	0,1	16,0	1
1	0	0,0	1	4	1	20,0	5	6	0,8	16,0	1
51	18	26,1	69	523	125	19,3	649	718	100,0	16,0	1
110	219	66,6	334	745	599	44,6	1 344	1 678	22,5	63,5	1 514
1 514	76	4,8	1 611	2 987	120	3,9	3 116	4 727	63,5	1 514	1 514
5	227	97,8	232	8	240	96,8	249	481	6,5	152	152
1 781	601	25,2	2 409	3 964	1 061	21,1	5 035	7 444	100,0	152	152
214	456	68,1	677	2 528	3 298	56,6	5 830	6 507	35,7	214	214
1 908	69	3,5	2 008	7 631	203	2,6	7 851	9 860	54,2	1 908	1 908
2	154	98,7	158	8	791	99,0	803	961	5,3	2	2
183	84	31,5	268	232	93	28,6	325	593	3,3	183	183
2 398	787	24,7	3 226	10 534	4 418	29,5	14 977	18 204	100,0	2 398	2 398
35	220	86,3	265	397	788	66,5	1 187	1 452	15,5	35	35
1 522	47	3,0	1 587	4 990	126	2,5	5 133	6 724	71,9	1 522	1 522
1	105	99,1	106	9	412	97,9	426	532	5,7	1	1
134	67	33,3	203	294	128	30,3	425	628	6,7	134	134
1 694	441	20,7	2 165	5 694	1 457	20,4	7 178	9 347	100,0	1 694	1 694
276	927	77,1	1 214	1 951	6 349	76,5	8 315	9 529	20,1	276	276
2 969	92	3,0	3 107	22 249	985	4,2	23 343	26 452	55,9	2 969	2 969
2	214	99,1	218	45	5 445	99,2	5 647	5 767	12,2	2	2
218	94	30,1	314	3 062	1 884	38,1	5 016	5 330	11,3	218	218
3 527	1 348	27,7	4 936	27 449	14 714	34,9	42 414	47 355	100,0	3 527	3 527
15	48	76,2	63	88	251	74,0	340	403	2,4	15	15
2 162	29	1,3	2 224	10 142	129	1,3	10 322	12 548	74,1	2 162	2 162
2	228	99,1	231	43	2 074	98,0	2 124	2 355	13,9	2	2
107	66	38,2	174	673	740	52,4	1 439	1 613	9,5	107	107
2 288	372	14,0	2 695	10 954	3 194	22,6	14 233	16 931	100,0	2 288	2 288
689	1 888	73,3	2 610	6 084	11 399	65,2	17 506	20 116	20,1	689	689
10 110	313	3,0	10 586	48 104	1 564	3,1	49 871	60 466	60,4	10 110	10 110
12	928	98,7	945	113	8 965	98,8	9 152	10 099	10,1	12	12
11 763	3 567	23,3	15 538	59 120	24 971	29,7	84 490	100 041	100,0	11 763	11 763
795	390	32,9	1 192	4 488	2 943	39,6	7 530	8 722	8,7	795	795

Tableau 35

## Nominations, catégorie professionnelle, statut linguistique du poste et groupe

Répartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique selon la catégorie professionnelle, le statut linguistique du poste et le groupe linguistique du titulaire.

1981 et 1982

Catégorie professionnelle	Statut linguistique du poste	À la Fonction publique		Au sein de la Fonction publique	
		Anglo-phones	Franco-phones	Anglo-phones	Franco-phones
Gestion	Bilingue	23	16	66	220
	Anglais	6	0	0	48
	Français	0	0	0	0
	Total <sup>1</sup>	31	17	66	269
Scientifiques et spécialistes	Bilingue	95	194	637	1 401
	Anglais	1 526	42	84	2 4
	Français	8	171	329	345
	Total <sup>1</sup>	1 759	482	1 333	5 508
Administration et service extérieur	Bilingue	272	473	3 726	6 805
	Anglais	2 275	86	2 37	7 558
	Français	4	220	879	887
	Total <sup>1</sup>	2 722	845	4 952	21 778
Techniciens	Bilingue	46	196	808	1 175
	Anglais	1 493	34	1 110	5 745
	Français	4	112	352	365
	Total <sup>1</sup>	1 678	386	1 397	7 709
Soutien administratif	Bilingue	268	993	6 643	9 039
	Anglais	3 804	105	1 019	3 67
	Français	9	390	6 367	6 437
	Total <sup>1</sup>	4 353	1 627	15 839	47 861
Exploitation	Bilingue	15	58	294	394
	Anglais	3 206	46	136	12 385
	Français	12	336	57	2 632
	Total <sup>1</sup>	3 351	607	3 933	23 0
Toutes les catégories <sup>2</sup>	Bilingue	720	1 930	12 175	63 8
	Anglais	12 342	313	1 586	2 7
	Français	37	1 229	144	10 563
	Total <sup>1</sup>	13 927	3 964	27 325	28 3
Grand total		13 927	3 964	27 325	28 3
		744	455	4 339	2 922
		37	97,1	1 226	40,2
		12 342	2,5	12 864	98,7
		1 930	72,8	6 899	10 718
		313	2,5	57 586	59 356
		720	19,3	63,8	72 277
		114	167	869	21 790
		12	336	57	2 691
		3 206	46	136	15 699
		15	58	294	469
		4 353	1 627	15 839	53 996
		228	113	1 759	4 537
		9	390	6 367	6 437
		3 804	105	1 019	3 67
		268	993	6 643	9 039
		133	44	124	410
		4	112	352	365
		1 493	34	1 110	5 745
		46	196	808	1 175
		2 722	845	4 952	21 778
		137	55	87	375
		4	220	879	887
		2 275	86	2 37	7 558
		272	473	3 726	6 805
		1 759	482	1 333	5 508
		23	16	66	220
		6	0	0	48
		0	0	0	0
		31	17	66	269
		95	194	637	1 401
		1 526	42	84	2 4
		8	171	329	345
		1 759	482	1 333	5 508
		272	473	3 726	6 805
		2 275	86	2 37	7 558
		4	220	879	887
		137	55	87	375
		2 722	845	4 952	21 778
		46	196	808	1 175
		1 493	34	1 110	5 745
		4	112	352	365
		133	44	124	410
		3 804	105	1 019	3 67
		268	993	6 643	9 039
		105	2,7	26 549	10 323
		390	97,7	54	6 437
		113	33,1	1 759	4 537
		228	113	1 759	4 537
		4 353	1 627	15 839	47 861
		15	58	294	394
		3 206	46	136	12 385
		12	336	57	2 691
		114	167	869	1 670
		3 351	607	3 933	23 0
		720	1 930	12 175	63 8
		12 342	313	1 586	2 7
		37	1 229	144	10 563
		744	455	4 339	2 922
		13 927	3 964	27 325	28 3
		96 758	115 017		

<sup>1</sup> Dans 525 cas en 1981 et 608 en 1982, les documents de nomination ne précisent pas la première langue ou au sein de la Fonction publique; dans 104 cas en 1981 et 13 en 1982, ils ne précisent pas s'il s'agit d'une nomination à ou au sein de la Fonction publique.

<sup>2</sup> Dans 423 cas en 1981 et 638 en 1982, le statut linguistique du poste n'a pas été précisé.

<sup>3</sup> Comprend 71 nominations en 1981 et 42 en 1982 à des postes qui ne sont pas classés dans l'une ou l'autre des six catégories professionnelles.



## Nominations, lieu de travail et groupe linguistique

Répartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique selon le lieu de travail et le groupe linguistique, 1981 et 1982

1981									
A la Fonction publique					Au sein de la Fonction publique				
Francophones		Anglophones			Francophones		Anglophones		
N.	%	N.	%	Total	N.	%	N.	%	Total
Lieu de travail									
Terre-Neuve	381	7	1,8	413	2 290	7	0,3	2 319	2,4
Ile-du-Prince-Édouard	101	15	12,9	119	502	38	7,0	540	0,6
Nouvelle-Écosse	831	51	5,8	886	5 981	71	1,2	6 059	6,0
Nouveau-Brunswick	287	103	26,4	394	2 218	887	28,6	3 111	3,0
Québec (sauf R.C.N.)	122	1 633	93,0	1 763	513	14 748	96,6	15 276	17 050
Ontario (sauf R.C.N.)	2 430	143	5,6	2 566	16 002	647	3,9	16 721	19 390
Manitoba	1 124	28	2,4	1 155	4 159	89	2,1	4 261	5 436
Saskatchewan	721	8	1,1	730	1 944	8	0,4	1 957	2 688
Alberta	2 286	39	1,7	2 336	5 164	58	1,1	5 233	7 575
Colombie-Britannique	2 032	29	1,4	2 085	9 344	74	0,8	9 441	11 546
Yukon	184	2	1,1	194	341	2	0,6	345	540
Territoires du Nord-Ouest	460	11	2,3	487	593	24	3,9	621	1 109
Région de la capitale nationale	2 897	1 870	39,2	4 819	19 918	10 602	34,7	30 588	35 445
Étranger	69	25	26,6	96	195	67	25,6	262	358
<b>Total</b>	<b>13 927</b>	<b>3 964</b>	<b>22,2</b>	<b>18 155</b>	<b>69 175</b>	<b>27 325</b>	<b>28,3</b>	<b>96 758</b>	<b>115 017</b>
1982									
Terre-Neuve	279	3	1,1	302	2 245	10	0,4	2 289	2 591
Ile-du-Prince-Édouard	109	16	12,8	125	540	53	8,9	594	719
Nouvelle-Écosse	724	66	8,4	796	5 549	80	1,4	5 645	6 441
Nouveau-Brunswick	283	129	31,3	431	1 918	835	2 758	3 889	3,2
Québec (sauf R.C.N.)	70	1 248	94,7	1 334	477	12 044	96,2	12 597	13 933
Ontario (sauf R.C.N.)	1 883	151	7,4	2 082	11 851	495	4,0	12 438	14 524
Manitoba	757	31	3,9	810	3 067	83	2,6	3 166	3 976
Saskatchewan	556	3	0,5	560	1 474	10	0,7	1 494	2 054
Alberta	1 787	42	2,3	1 838	3 940	46	1,2	3 991	5 830
Colombie-Britannique	1 651	18	1,1	1 681	7 592	58	0,8	7 661	9 342
Yukon	149	0	0,0	163	315	3	0,9	318	481
Territoires du Nord-Ouest	417	5	1,2	436	585	19	3,1	606	1 045
Région de la capitale nationale	2 952	1 810	38,0	4 788	19 271	11 143	36,6	30 545	35 335
Étranger	146	45	23,6	192	295	91	23,6	386	578
<b>Total</b>	<b>11 763</b>	<b>3 567</b>	<b>23,3</b>	<b>15 538</b>	<b>59 120</b>	<b>24 971</b>	<b>29,7</b>	<b>84 490</b>	<b>100 041</b>
									<b>100,0</b>

Dans 525 cas en 1981 et 608 en 1982, les documents de nomination ne précisent pas la première langue officielle de l'employé; dans 104 cas en 1981 et 13 en 1982, ils ne précisent pas s'il s'agit d'une nomination à ou au sein de la Fonction publique.

Dans 25 cas en 1981 et 3 en 1982, les documents de nomination ne précisent pas le lieu de travail.

Tableau 33

## Nominations, lieu de travail et sexe

Répartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique selon le lieu de travail et le sexe, 1981 et 1982

1981									
A la Fonction publique					Au sein de la Fonction publique				
Femmes		Hommes		N.	%	Femmes		Hommes	
Total <sup>a</sup>	N.	Total <sup>a</sup>	N.			Total <sup>a</sup>	N.		
Terre-Neuve	224	125	30,3	413	1 388	804	34,7	2 319	2 733
Île-du-Prince-Édouard	67	50	42,0	119	264	274	50,7	540	659
Nouvelle-Écosse	649	197	22,0	896	3 847	2 036	33,6	6 059	6 958
Nouveau-Brunswick	230	153	38,8	394	1 402	1 689	54,3	3 111	3 505
Québec (sauf R.C.N.)	983	739	41,9	1 763	6 775	8 436	55,2	15 276	17 050
Ontario (sauf R.C.N.)	1 266	1 178	44,4	2 656	6 993	9 257	55,4	16 721	19 390
Manitoba	484	590	50,6	1 165	1 787	2 162	50,7	4 261	5 436
Saskatchewan	322	386	52,9	730	825	1 091	55,7	1 957	2 688
Alberta	1 104	1 131	48,4	2 336	2 373	2 808	53,7	5 233	7 575
Colombie-Britannique	999	1 025	49,2	2 085	4 695	4 677	49,5	9 451	11 546
Yukon	73	114	58,8	194	176	167	48,4	345	540
Territoires du Nord-Ouest	193	267	54,8	487	309	299	48,1	621	1 109
Région de la capitale nationale	2 087	2 469	51,2	4 819	12 615	17 571	57,4	30 588	35 445
Étranger	38	46	47,9	96	159	100	38,2	262	358
Total <sup>b</sup>	8 720	8 470	46,7	18 155	43 610	51 382	53,1	96 758	115 017
1982									
Terre-Neuve	168	80	26,5	302	1 249	986	43,1	2 289	2 591
Île-du-Prince-Édouard	64	60	48,0	125	304	289	48,7	594	719
Nouvelle-Écosse	566	194	24,4	796	3 701	1 720	30,5	5 645	6 441
Nouveau-Brunswick	231	148	34,3	431	1 303	1 445	52,4	2 758	3 189
Québec (sauf R.C.N.)	771	527	39,5	1 334	5 382	7 123	56,5	12 597	13 933
Ontario (sauf R.C.N.)	1 071	931	44,7	2 082	5 111	7 181	57,7	12 438	14 524
Manitoba	382	385	47,5	810	1 406	1 727	54,5	3 166	3 976
Saskatchewan	248	298	53,2	560	649	827	55,4	1 494	2 054
Alberta	961	828	45,0	1 838	1 853	2 109	52,8	3 991	5 830
Colombie-Britannique	881	764	45,4	1 681	3 921	3 711	48,4	7 661	9 342
Yukon	75	75	46,0	163	162	165	48,7	318	481
Territoires du Nord-Ouest	189	230	52,8	436	289	311	51,3	606	1 045
Région de la capitale nationale	2 176	2 382	49,7	4 788	11 971	18 150	59,4	30 545	35 335
Étranger	78	99	51,6	192	258	123	31,9	386	578
Total <sup>b</sup>	7 861	7 001	45,1	15 538	37 560	45 858	54,3	84 490	100 041

Dans 2 738 cas en 1981 et 1 749 en 1982, les documents de nomination ne précisent pas le lieu de travail.  
dans 104 cas en 1981 et 13 en 1982, ils ne précisent pas s'il s'agit d'une nomination ou au sein de la Fonction publique.  
Dans 25 cas en 1981 et 3 en 1982, les documents de nomination ne précisent pas le lieu de travail.

<sup>a</sup> Dans 2 738 cas en 1981 et 1 749 en 1982, les documents de nomination ne précisent pas le sexe de l'employé; dans 104 cas en 1981 et 13 en 1982, ils ne précisent pas s'il s'agit d'une nomination à ou au sein de la Fonction publique.

<sup>b</sup> Dans 25 cas en 1981 et 3 en 1982, les documents de nomination ne précisent pas le lieu de travail.

## Nominations et mode de sélection

Répartition, en nombre et pourcentage, des nominations au sein de la Fonction publique selon le mode de sélection et la modalité de nomination, 1981 et 1982

1981											
Modalité de nomination <sup>a</sup>											
Mode de sélection	Promotions		Mutations latérales ou redéploiements		Reconductions		Mutations régressives		Rétrogradations		Total <sup>b</sup>
	N.	%	N.	%	N.	%	N.	%	N.	%	
0 Avec concours	21 152	69,9	8 060	22,2	1 128	4,2	793	26,3	0	0,0	31 225
	• affiche										32,3
	• répertoire		11 061	30,5	23 334	86,4	520	17,3	0	0,0	38 458
	0 Sans concours										39,7
0 Sans concours	5 141	17,0	25	0,1	8	0,0	293	9,7	0	0,0	5 488
	• reclassement										5,7
	• autres modalités		492	1,6	2 533	9,4	1 403	46,6	5	100,0	21 537
	Total <sup>c</sup>		30 262	100,0	36 229	100,0	27 007	100,0	3 012	100,0	96 758
1982											
0 Avec concours	17 630	66,9	6 647	31,4	1 441	4,2	681	25,7	0	0,0	26 401
	• affiche										31,2
	• répertoire		3 105	11,8	5 242	24,8	30 191	88,0	0	0,0	39 075
	0 Sans concours										46,2
0 Sans concours	5 225	19,8	53	0,3	3	0,0	100	3,8	0	0,0	5 382
	• reclassement										6,4
	• autres modalités		395	1,5	9 228	43,6	1 335	50,4	5	100,0	13 621
	Total <sup>c</sup>		26 360	100,0	21 172	100,0	34 289	100,0	2 647	100,0	84 490
Note : Ce tableau a été modifié par rapport à 1981 afin d'y inclure les nominations au sein de la catégorie de la gestion.											
Dans 243 cas en 1981 et 17 en 1982, les documents de nomination ne précisent pas le mode de sélection.											
a/ Voir la note technique.											
b/ Dans 50 cas en 1981 et 11 en 1982, les documents de nomination ne précisent pas la modalité de nomination.											
c/ Total											

Tableau 31

## Nominations et mobilité professionnelle

Répartition, en nombre et pourcentage, des nominations au sein de la Fonction publique selon la mobilité professionnelle et la modalité de nomination, 1981 et 1982

1981												
Modalité de nomination <sup>a</sup>												
Mobilité	professionnelle	N.	%	Mutations latérales ou redéploiements	N.	%	Reconductions	N.	%	Mutations régressives	Rétrogradations	
												Total <sup>b</sup>
Intramissibilité	2 628	8,7	2 997	8,3	14	0,1	577	19,2	0	0,0	6 250	6,5
	27 609	91,2	33 186	91,6	26 970	99,9	2 429	80,6	5	100,0	90 392	93,4
	Intramissibilité											
	Total <sup>c</sup>											
Dans un autre groupe ou sous-groupe	9 791	32,4	534	1,5	116	0,4	1 526	50,7	2	40,0	12 029	12,4
	20 446	67,6	35 664	98,4	26 869	99,5	1 480	49,1	3	60,0	84 633	87,5
	Dans le même groupe ou sous-groupe											
	Total <sup>d</sup>											
Période indéterminée à période	24 739	81,7	16 475	45,5	13	0,0	2 104	69,9	5	100,0	43 443	44,9
	278	0,9	335	0,9	28	0,1	98	3,3	0	0,0	746	0,8
	Période indéterminée à période											
	déterminée											
Période déterminée à période	3 400	11,2	7 655	21,1	105	0,4	428	14,2	0	0,0	11 640	12,0
	Période déterminée à période											
	indéterminée											
	Total <sup>e</sup>											
Total <sup>f</sup>	30 262	100,0	36 229	100,0	27 007	100,0	3 012	100,0	5	100,0	96 758	100,0
	84 633	87,5	96 758	100,0	84 633	87,5	96 758	100,0	5	100,0	96 758	100,0
	Total <sup>g</sup>											
	1982											
Intramissibilité	2 255	8,6	2 551	12,0	1	0,0	493	18,6	0	0,0	5 301	6,3
	24 104	91,4	18 616	87,9	34 288	100,0	2 154	81,4	5	100,0	79 182	93,7
	Intramissibilité											
	Total <sup>h</sup>											
Dans un autre groupe ou sous-groupe	8 196	31,1	514	2,4	18	0,1	1 562	59,0	2	40,0	10 294	12,2
	18 138	68,8	20 652	97,5	34 264	99,9	1 083	40,9	3	60,0	74 152	87,8
	Dans un même groupe ou sous-groupe											
	Total <sup>i</sup>											
Période indéterminée à période	21 668	82,2	9 373	44,3	0	0,0	1 725	65,2	5	100,0	32 781	38,8
	225	0,9	291	1,4	3	0,0	110	4,2	0	0,0	630	0,7
	Période indéterminée à période											
	déterminée											
Période déterminée à période	2 707	10,3	6 183	29,2	2	0,0	338	12,8	0	0,0	9 231	10,9
	Période déterminée à période											
	indéterminée											
	Total <sup>j</sup>											
Total <sup>k</sup>	26 360	100,0	21 172	100,0	34 289	100,0	2 647	100,0	5	100,0	84 490	100,0
	1 760	6,7	5 320	25,1	34 283	100,0	474	17,9	0	0,0	41 842	49,5
	Total <sup>l</sup>											
	1982											
Note : Ce tableau a été modifié par rapport à 1981 afin d'y inclure les nominations au sein de la catégorie de la section :												
* Pour la note technique :												
Dans 243 cas en 1981 et 17 en 1982, les documents de nomination ne précèdent pas la modalité de nomination.												
Addition de ces totaux ne correspond pas à la somme de toutes les modalités de nomination parce que, dans 15 cas en 1981 et 7 en 1982, les documents de nomination ne précèdent pas s'il y a eu changement de ministère.												
Addition de ces totaux ne correspond pas à la somme de toutes les modalités de nomination parce que, dans 96 cas en 1981 et 44 en 1982, les documents de nomination ne précèdent pas s'il y a eu changement de groupe.												
Addition de ces totaux ne correspond pas à la somme de toutes les modalités de nomination parce que, dans 64 cas en 1981 et 6 en 1982, les documents de nomination ne précèdent pas s'il y a eu changement dans la modalité d'emploi.												

Note : Ce tableau a été modifié par rapport à 1981 afin d'y inclure les nominations au sein de la catégorie de la

<sup>a</sup> Dans 243 cas en 1981 et 17 en 1982, les documents de nomination ne précisent pas la modalité de nomination.  
<sup>b</sup> Dans 243 cas en 1981 et 17 en 1982, les documents de nomination ne précisent pas la modalité de nomination.  
<sup>c</sup> Dans 243 cas en 1981 et 17 en 1982, les documents de nomination ne précisent pas la modalité de nomination.  
<sup>d</sup> Dans 243 cas en 1981 et 17 en 1982, les documents de nomination ne précisent pas la modalité de nomination.  
<sup>e</sup> Dans 243 cas en 1981 et 17 en 1982, les documents de nomination ne précisent pas la modalité de nomination.  
<sup>f</sup> Dans 243 cas en 1981 et 17 en 1982, les documents de nomination ne précisent pas la modalité de nomination.  
<sup>g</sup> Dans 243 cas en 1981 et 17 en 1982, les documents de nomination ne précisent pas la modalité de nomination.  
<sup>h</sup> Dans 243 cas en 1981 et 17 en 1982, les documents de nomination ne précisent pas la modalité de nomination.  
<sup>i</sup> Dans 243 cas en 1981 et 17 en 1982, les documents de nomination ne précisent pas la modalité de nomination.  
<sup>j</sup> Dans 243 cas en 1981 et 17 en 1982, les documents de nomination ne précisent pas la modalité de nomination.  
<sup>k</sup> Dans 243 cas en 1981 et 17 en 1982, les documents de nomination ne précisent pas la modalité de nomination.  
<sup>l</sup> Dans 243 cas en 1981 et 17 en 1982, les documents de nomination ne précisent pas la modalité de nomination.  
<sup>m</sup> Dans 243 cas en 1981 et 17 en 1982, les documents de nomination ne précisent pas la modalité de nomination.  
<sup>n</sup> Dans 243 cas en 1981 et 17 en 1982, les documents de nomination ne précisent pas la modalité de nomination.  
<sup>o</sup> Dans 243 cas en 1981 et 17 en 1982, les documents de nomination ne précisent pas la modalité de nomination.  
<sup>p</sup> Dans 243 cas en 1981 et 17 en 1982, les documents de nomination ne précisent pas la modalité de nomination.  
<sup>q</sup> Dans 243 cas en 1981 et 17 en 1982, les documents de nomination ne précisent pas la modalité de nomination.  
<sup>r</sup> Dans 243 cas en 1981 et 17 en 1982, les documents de nomination ne précisent pas la modalité de nomination.  
<sup>s</sup> Dans 243 cas en 1981 et 17 en 1982, les documents de nomination ne précisent pas la modalité de nomination.  
<sup>t</sup> Dans 243 cas en 1981 et 17 en 1982, les documents de nomination ne précisent pas la modalité de nomination.  
<sup>u</sup> Dans 243 cas en 1981 et 17 en 1982, les documents de nomination ne précisent pas la modalité de nomination.  
<sup>v</sup> Dans 243 cas en 1981 et 17 en 1982, les documents de nomination ne précisent pas la modalité de nomination.  
<sup>w</sup> Dans 243 cas en 1981 et 17 en 1982, les documents de nomination ne précisent pas la modalité de nomination.  
<sup>x</sup> Dans 243 cas en 1981 et 17 en 1982, les documents de nomination ne précisent pas la modalité de nomination.  
<sup>y</sup> Dans 243 cas en 1981 et 17 en 1982, les documents de nomination ne précisent pas la modalité de nomination.  
<sup>z</sup> Dans 243



## Nominations et catégorie professionnelle

Répartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique selon la catégorie professionnelle et la modalité de nomination, 1981 et 1982

Nominations au sein de la Fonction publique												
1981												
Catégorie professionnelle	Modalité de nomination <sup>a</sup>											
	Nominations à la Fonction publique	Promotions	Mutations latérales ou reemplois	Reconductions	Mutations régressives	Retrogradations	Total <sup>b</sup>	N.	%	N.	%	N.
Gestion	48	200	126	0,3	9	0,3	0	0,0	0,3	0	0,0	383
Scientifiques et spécialistes	2 267	12,5	2 463	8,1	2 252	6,2	619	2,3	157	5,2	0	0,0
Administration et service extérieur	3 587	19,8	9 398	31,1	6 655	18,4	1 337	5,0	729	24,2	0	0,0
Techniciens	2 098	11,6	3 435	11,4	2 679	7,4	1 238	4,6	333	11,1	0	0,0
Soutien administratif	6 106	33,6	11 389	37,6	17 863	49,3	17 222	63,8	1 262	41,9	2	40,0
Exploitation	4 010	22,1	3 371	11,1	6 644	18,3	6 583	24,4	522	17,3	3	60,0
Total <sup>c</sup>	18 155	100,0	30 262	100,0	36 229	100,0	27 007	100,0	3 012	100,0	5	100,0
1982												
Gestion	69	0,4	409	1,6	227	1,1	0	0,0	13	0,5	0	0,0
Scientifiques et spécialistes	2 409	15,5	2 505	9,5	1 450	6,8	935	2,7	142	5,4	1	20,0
Administration et service extérieur	3 226	20,8	8 399	31,9	4 079	19,3	1 846	5,4	648	24,5	0	0,0
Techniciens	2 165	13,9	3 321	12,6	1 827	8,6	1 761	5,1	264	10,0	0	0,0
Soutien administratif	4 936	31,8	9 062	34,4	10 332	48,8	21 838	63,7	1 177	44,5	1	20,0
Exploitation	2 695	17,3	2 663	10,1	3 257	15,4	7 908	23,1	402	15,2	3	60,0
Total <sup>c</sup>	15 538	100,0	26 360	100,0	21 172	100,0	34 289	100,0	2 647	100,0	5	100,0

<sup>a</sup> Voir la note technique.  
<sup>b</sup> Dans 347 cas en 1981 et 30 en 1982, les documents de nomination ne précisent pas la modalité de nomination.  
<sup>c</sup> Comprend 71 nominations en 1981 et 42 en 1982 à des postes qui ne sont pas classés dans l'une ou l'autre des six catégories professionnelles.

Note : Ce tableau a été modifié par rapport à 1981 afin d'y inclure les nominations à et au sein de la catégorie de la gestion.

## Nominations et modalité d'emploi

Norminations à et au sein de la Fonction publique selon la modalité d'emploi, 1981 et 1982

[illegible]

plein, temps partiel ou saisonnier).

\* Dans 38 cas en 1981 et 7 en 1982, les documents de nomination ne précisent pas la modalité d'emploi (temps

documents de nomination ne précisent pas la modalité d'emploi (période indéterminée ou déterminée).

L'addition de ces totaux ne correspond pas au grand total parce que, dans 96 cas en 1981 et 8 en 1982, les documents de planification ne précisent pas le mode de réalisation (tableau 1, annexe 1).

ou au sein de la Fonction publique.

\* Dans 104 cas en 1981 et 13 en 1982, les documents de nomination ne précisent pas s'il s'agit d'une nomination à ou au sein de la Fonction publique.

29	Nominations et modalité d'emploi	84
30	Nominations et catégorie professionnelle	85
31	Nominations et mobilité professionnelle	86
32	Nominations et mode de sélection	87
33	Nominations, lieu de travail et sexe	88
34	Nominations, lieu de travail et groupe linguistique	89
35	Nominations, catégorie professionnelle, statut linguistique du poste et groupe linguistique	90
36	Nominations et postes bilingues (dotation impérative)	92
37	Nominations et postes bilingues (dotation non impérative)	93
38	Nominations et diplômés d'universités	94
39	Nominations, candidatures et diplômés d'universités	94
40	Nominations, candidatures et diplômés de collèges communautaires et de cégeps	95
41	Nominations et Programme d'emplois d'été axés sur la carrière	95

Tableau 28

**Statut linguistique du poste, catégorie professionnelle et groupe linguistique**  
Répartition, en nombre et pourcentage, des employés selon la catégorie professionnelle, le statut linguistique du poste et le groupe linguistique de l'employé, 1982

Catégorie professionnelle	Statut linguistique du poste	Anglophones	N.	Francophones		Total <sup>a</sup>
				Francophones	Anglophones et francophones	
Gestion	Bilingue	1 795	54,3	23,2	2 338	2 338
	Anglais	487	4	0,8	491	491
	Français	0	2	100,0	2	2
	Anglais ou français	83	24	22,4	107	107
Scientifiques et spécialistes	Total <sup>b</sup>	2 557	618	19,5	3 175	3 175
	Bilingue	3 585	3 252	47,6	6 847	6 847
	Anglais	12 347	236	1,9	12 583	12 583
	Français	37	818	95,7	855	855
Administration et service extérieur	Anglais ou français	638	182	22,2	820	820
	Total	17 512	4 652	21,0	22 164	22 497
	Bilingue	8 456	11 627	57,9	20 083	20 083
	Anglais	26 826	514	1,9	27 340	27 340
Techniciens	Français	29	2 134	98,7	2 163	2 163
	Anglais ou français	1 569	426	21,4	1 995	1 995
	Total	38 582	15 300	28,4	53 882	54 184
	Bilingue	1 800	3 259	64,5	5 059	5 059
Soutien administratif	Anglais	18 075	493	2,7	18 568	18 568
	Français	42	1 103	96,3	1 145	1 145
	Anglais ou français	1 063	310	22,6	1 373	1 373
	Total	21 792	5 384	19,8	27 176	27 321
Exploitation	Bilingue	5 313	12 281	69,8	17 594	17 594
	Anglais	34 714	1 526	4,2	36 240	36 240
	Français	103	5 116	98,0	5 219	5 219
	Anglais ou français	2 973	1 454	32,8	4 427	4 427
Toutes les catégories <sup>c</sup>	Total	47 765	22 294	31,8	70 059	70 757
	Bilingue	717	2 058	74,2	2 775	2 775
	Anglais	28 465	614	2,1	29 079	29 079
	Français	196	5 833	96,7	6 029	6 029
Grand total	Anglais ou français	1 989	1 853	48,2	3 842	3 842
	Total	33 143	10 726	24,5	43 869	44 267
	Bilingue	2 176	33 171	60,4	54 936	54 936
	Anglais	121 009	3 389	2,7	124 398	124 398
	Français	407	15 006	97,4	15 413	15 413
	Anglais ou français	8 321	4 250	33,8	12 571	12 571
	Grand total	161 550	59 099	26,8	220 649	222 582

<sup>a</sup>Dans 15 276 cas, le statut linguistique du poste n'a pas été précisé.  
<sup>b</sup>L'addition des totaux ne correspond pas au grand total; la différence est de 165. Voir la note technique.  
<sup>c</sup>Comprend 216 employés dont le poste n'est pas classé dans l'une ou l'autre des six catégories professionnelles.  
Sources : Catégorie de la gestion : Système d'information des ressources de gestion; autres catégories : Ministère des Approvisionnement et Services



## Catégorie de l'exploitation et francophones

Répartition, en nombre et pourcentage, des francophones de la catégorie de l'exploitation selon le

ministère, 1982

Ministère	Francophones	Anglophones	Effectif
	N.	%	et francophones total de la catégorie
Agence canadienne de développement international	1	100,0	1
Agence d'examen de l'investissement étranger	1	100,0	1
Bureau du Commissaire aux langues officielles	1	100,0	1
Conseil du Trésor (Secrétariat)	1	100,0	1
Secrétariat d'Etat du Canada	8	88,9	9
Cour fédérale	6	85,7	9
Expansion économique régionale	3	75,0	4
Commission de la Fonction publique	16	69,6	23
Approvisionnement et Services	923	62,1	1 486
Industrie et Commerce	8	61,5	13
Affaires des anciens combattants	758	59,4	1 276
Ministères dont l'effectif est inférieur à 100 employés	34	58,6	58
Bureau du Conseil privé	8	53,3	15
Statistique Canada	19	51,4	37
Bibliothèque nationale du Canada	1	50,0	2
Travail	1	50,0	2
Emploi et Immigration	34	45,9	74
Musées nationaux du Canada	93	45,8	203
Archives publiques du Canada	15	41,7	36
Revenu national (Douanes et Accise, impôt)	94	35,2	267
Affaires extérieures	62	34,3	181
Energie, Mines et Ressources	93	33,1	281
Service correctionnel du Canada	1 914	32,6	5 869
Travaux publics	1 186	31,7	3 737
Consommation et Corporations	10	28,6	35
Finances	2	28,6	7
Justice	3	27,3	11
Transports	1 246	22,9	5 437
Communications	15	21,1	71
Gendarmerie royale du Canada*	81	20,3	400
Défense nationale (civils)	3 467	18,2	19 071
Agriculture	264	17,9	1 475
Environnement	218	13,0	1 701
Santé nationale et Bien-être social	90	11,2	807
Commission canadienne des grains	12	6,0	201
Affaires indiennes et du Nord canadien	17	4,7	397
Pêches et Océans	21	2,9	730
Commission nationale des libérations conditionnelles	0	,0	1
Conseil du Trésor (Bureau du Contrôleur général)	0	,0	1
Office national de l'énergie	0	,0	1
Solliciteur général	0	,0	2
<b>Total</b>	<b>10 726</b>	<b>24,5</b>	<b>43 869</b>
<b>Employés assujettis à la Loi sur l'emploi dans la Fonction publique</b>	<b>44 267</b>		

Source : Ministère des Approvisionnements et Services

Tableau 26

Catégorie du soutien administratif et francophones

Répartition, en nombre et pourcentage, des francophones de la catégorie du soutien administratif selon le ministère, 1982

Ministère	Francophones		N.	%	Anglophones et francophones	Effectif total de la catégorie
	Anglophones					
Bureau du Commissaire aux langues officielles	41	91,1	45		45	45
Secrétariat d'Etat du Canada	765	69,5	1 100		1 100	1 100
Commission de la Fonction publique	514	66,6	772		772	775
Conseil de la radiodiffusion et des télécommunications canadiennes	90	65,2	138		138	140
Agence canadienne de développement international	255	65,1	392		392	392
Sciences et Technologie	32	59,3	54		54	54
Cour fédérale	35	56,5	62		62	80
Ministères dont l'effectif est inférieur à 100 employés	221	54,4	406		406	429
Conseil du Trésor (Secrétariat)	118	53,6	220		220	220
Département d'Etat au Développement économique	27	52,9	51		51	52
Bureau du Conseil privé	100	52,4	191		191	192
Finances	139	50,0	278		278	280
Consommation et Corporations	446	49,3	904		904	908
Bibliothèque nationale du Canada	111	49,1	226		226	226
Commission canadienne des droits de la personne	18	46,2	39		39	40
Archives publiques du Canada	150	42,5	353		353	353
Commission nationale des libérations conditionnelles	67	42,4	158		158	158
Musées nationaux du Canada	88	41,7	211		211	211
Commission canadienne des transports	113	41,1	275		275	276
Expansion économique régionale	153	39,8	384		384	387
Approvisionnement et Services	1 876	39,6	4 734		4 734	4 808
Communications	255	39,5	645		645	647
Conseil du Trésor (Bureau du Contrôleur général)	15	39,5	38		38	38
Solliciteur général	41	39,4	104		104	106
Statistique Canada	868	39,4	2 204		2 204	2 276
Justice	193	37,6	513		513	516
Travail	119	35,8	332		332	332
Emploi et Immigration	4 360	35,5	12 273		12 273	12 493
Service correctionnel du Canada	468	33,0	1 417		1 417	1 418
Affaires extérieures	558	32,5	1 715		1 715	1 721
Energie, Mines et Ressources	350	30,9	1 134		1 134	1 137
Transports	941	28,5	3 303		3 303	3 331
Environnement	562	28,2	1 995		1 995	1 999
Revenu national (Douanes et Accise, Impôt)	2 789	28,1	9 917		9 917	9 937
Santé nationale et Bien-être social	1 018	27,3	3 734		3 734	3 777
Industrie et Commerce	180	27,1	663		663	668
Affaires des anciens combattants	357	27,0	1 322		1 322	1 328
Commission canadienne des pensions	64	26,4	242		242	244
Office national de l'énergie	32	26,4	121		121	122
Agriculture	408	24,8	1 647		1 647	1 664
Travaux publics	365	24,8	1 470		1 470	1 482
Département des Assurances	13	23,2	56		56	57
Gendarmerie royale du Canada <sup>a</sup>	668	22,6	2 968		2 968	2 966
Affaires indiennes et du Nord canadien	308	21,6	1 428		1 428	1 479
Défense nationale (civils)	1 778	21,0	8 452		8 452	8 485
Pêches et Océans	198	19,2	1 033		1 033	1 033
Agence d'examen de l'investissement étranger	9	18,4	49		49	49
Commission canadienne des grains	10	8,2	122		122	124
Office de l'établissement agricole des anciens combattants	8	7,8	103		103	105
Administration du rétablissement agricole des Prairies	0	0,0	75		75	96
Commission des relations de travail dans la Fonction publique	0	0,0	1		1	1
Total	22 294	31,8	70 059		70 059	70 757

Emplois assujettis à la Loi sur l'emploi dans la Fonction publique  
Source : Ministère des Approvisionnement et Services

## Catégorie des techniciens et francophones

Répartition, en nombre et pourcentage, des francophones de la catégorie des techniciens selon le ministère, 1982

Ministère	Francophones	N.	%	Anglophones et francophones	Effectif total de la catégorie
Secrétariat d'Etat du Canada	32	65,3		49	49
Agence canadienne de développement international	11	64,7		17	17
Bureau du Conseil privé	3	60,0		5	5
Commission de la Fonction publique	31	59,6		52	52
Ministères dont l'effectif est inférieur à 100 employés	17	56,7		30	34
Conseil de la radiodiffusion et des télécommunications canadiennes	6	54,5		11	11
Département d'Etat au Développement économique	1	50,0		2	2
Emploi et Immigration	28	41,8		67	67
Sciences et Technologie	2	40,0		5	5
Archives publiques du Canada	46	35,9		128	128
Expansion économique régionale	7	35,0		20	20
Statistique Canada	273	34,6		789	790
Finances	13	34,2		38	38
Industrie et Commerce	16	34,0		47	47
Approvisionnement et Services	39	33,9		115	115
Justice	16	33,3		48	48
Service correctionnel du Canada	36	32,7		110	111
Affaires des anciens combattants	15	30,0		50	50
Conseil du Trésor (Secrétariat)	4	28,6		14	14
Revenu national (Douanes et Accises, Impôt)	61	27,9		219	219
Consommation et Corporations	151	27,5		650	650
Bibliothèque nationale du Canada	12	26,1		46	46
Solliciteur général	2	25,0		8	8
Travaux publics	276	22,8		1 209	1 219
Agriculture	760	22,3		3 408	3 445
Energie, Mines et Ressources	241	22,2		1 084	1 087
Communications	130	21,1		615	616
Défense nationale (civils)	590	21,0		2 803	2 806
Transports	1 633	19,0		8 596	8 622
Affaires extérieures	27	18,5		146	146
Musées nationaux du Canada	45	18,4		245	245
Santé nationale et Bien-être social	126	18,3		689	703
Travail	7	17,5		40	40
Environnement	460	15,6		2 953	2 969
Commission canadienne des transports	14	15,4		91	92
Gendarmerie royale du Canada <sup>a</sup>	10	13,3		75	75
Office national de l'énergie	3	10,0		30	30
Affaires indiennes et du Nord canadien	35	9,9		355	374
Pêches et Océans	185	9,1		2 026	2 028
Commission canadienne des grains	20	5,2		381	388
Agence d'examen de l'investissement étranger	0	0,0		4	4
Bureau du Commissaire aux langues officielles	0	0,0		1	1
Commission canadienne des droits de la personne	0	0,0		1	1
Commission canadienne des pensions	0	0,0		1	1
Commission nationale des libérations conditionnelles	0	0,0		2	2
Conseil du Trésor (Bureau du Contrôleur général)	0	0,0		1	1
<b>Total</b>	<b>5 384</b>	<b>19,8</b>		<b>27 176</b>	<b>27 321</b>

<sup>a</sup> Employés assujettis à la Loi sur l'emploi dans la Fonction publique

Source : Ministère des Approvisionnements et Services

Tableau 24

## Catégorie de l'administration et du service extérieur et francophones

Repartition, en nombre et pourcentage, des francophones de la catégorie de l'administration et du service extérieur selon le ministère, 1982

Ministère	Francophones	N.	%	Anglophones	Effectif total de la catégorie
Secrétariat d'Etat du Canada	1 333	68,7	1 941	1 942	
Bureau du Commissaire aux langues officielles	49	68,1	72	73	
Bureau du Conseil privé	35	52,2	67	67	
Justice	51	49,5	103	103	
Commission de la Fonction publique	382	48,0	796	798	
Agence canadienne de développement international	276	47,3	583	583	
Conseil de la radiodiffusion et des télécommunications canadiennes	93	45,4	205	205	
Ministères dont l'effectif est inférieur à 100 employés	77	43,8	176	180	
Commission nationale des libérations conditionnelles	31	39,7	78	78	
Communications	174	36,6	476	476	
Finances	58	36,5	159	160	
Archives publiques du Canada	49	35,0	140	140	
Expansion économique régionale	172	33,7	511	515	
Commission canadienne des transports	71	33,3	213	213	
Conseil du Trésor (Bureau du Contrôleur général)	23	32,9	70	70	
Bibliothèque nationale du Canada	19	32,8	58	58	
Statistique Canada	255	32,8	778	781	
Musées nationaux du Canada	65	32,2	202	202	
Sciences et Technologie	21	31,8	66	66	
Consommation et Corporations	192	31,7	605	612	
Service correctionnel du Canada	549	31,5	1 741	1 742	
Departement d'Etat au Développement économique	16	31,4	51	53	
Emploi et Immigration	3 508	31,0	11 303	11 391	
Cour fédérale	16	29,6	54	57	
Solliciteur général	29	29,6	98	101	
Approvisionnement et Services	904	28,3	3 196	3 204	
Conseil du Trésor (Secrétariat)	102	27,3	373	374	
Energie, Mines et Ressources	200	26,9	743	744	
Santé nationale et Bien-être social	416	26,2	1 586	1 599	
Environnement	371	26,1	1 424	1 428	
Commission canadienne des droits de la personne	17	25,4	67	69	
Travail	85	24,9	341	341	
Commission canadienne des pensions	12	24,5	49	49	
Affaires extérieures	422	24,0	1 760	1 775	
Transports	567	23,6	2 401	2 410	
Revenu national (Douanes et Accise, Impôt)	2 906	23,5	12 360	12 369	
Gendarmerie royale du Canada	55	23,1	238	240	
Agriculture	195	22,2	877	888	
Agence d'examen de l'investissement étranger	13	22,0	59	59	
Travaux publics	311	21,6	1 442	1 447	
Departement des Assurances	25	21,0	119	119	
Affaires des anciens combattants	165	19,3	854	858	
Pêches et Océans	138	18,9	729	731	
Défense nationale (civils)	345	18,8	1 836	1 837	
Industrie et Commerce	168	18,6	904	909	
Affaires indiennes et du Nord canadien	309	17,7	1 744	1 830	
Office de l'établissement agricole des anciens combattants	12	14,6	82	82	
Office national de l'énergie	16	13,6	118	119	
Commission canadienne des grains	2	5,9	34	37	
Total	15 300	28,4	53 882	54 184	

Employés assujettis à la Loi sur l'emploi dans la Fonction publique

Source : Ministère des Approvisionnements et Services



## Catégorie des scientifiques et francophones

Répartition, en nombre et pourcentage, des francophones de la catégorie des scientifiques et spécialistes selon le ministère, 1982

Ministère	N.		%	Anglophones et francophones	Effectif total de la catégorie
	Anglophones	Francophones			
Commission de la Fonction publique	549	74,4	738	739	739
Secrétariat d'Etat du Canada	13	46,4	28	28	28
Département des Assurances	10	45,5	22	22	22
Agence canadienne de développement international	32	45,1	71	71	71
Expansion économique régionale	18	38,3	47	49	49
Affaires des anciens combattants	178	32,4	549	554	554
Emploi et Immigration	57	29,1	196	200	200
Service correctionnel du Canada	192	28,0	686	687	687
Gendarmerie royale du Canada*	5	27,8	18	18	18
Ministères dont l'effectif est inférieur à 100 employés	15	27,3	55	67	67
Archives publiques du Canada	28	27,2	103	103	103
Défense nationale (civils)	459	26,7	1 716	1 731	1 731
Approvisionnement et Services	62	25,7	241	241	241
Justice	156	25,4	613	615	615
Bibliothèque nationale du Canada	51	24,4	209	209	209
Statistique Canada	182	24,3	750	752	752
Revenu national (Douanes et Accise, Impôt)	681	24,1	2 823	2 826	2 826
Travail	10	19,6	51	51	51
Finances	50	19,5	257	258	258
Conseil de la radiodiffusion et des télécommunications canadiennes	6	19,4	31	31	31
Transports	151	19,0	795	800	800
Communications	67	18,6	361	361	361
Agriculture	387	18,4	2 099	2 120	2 120
Consommation et Corporations	42	17,2	244	244	244
Travaux publics	109	17,2	635	645	645
Environnement	398	16,8	2 363	2 369	2 369
Commission canadienne des droits de la personne	1	16,7	6	6	6
Commission canadienne des transports	25	16,4	152	152	152
Santé nationale et Bien-être social	297	15,4	1 924	1 951	1 951
Sciences et Technologie	2	15,4	13	13	13
Energie, Mines et Ressources	166	13,0	1 274	1 276	1 276
Commission canadienne des pensions	4	12,9	31	31	31
Musées nationaux du Canada	12	12,0	100	100	100
Office national de l'énergie	16	11,9	135	137	137
Conseil du Trésor (Secrétariat)	4	11,8	34	34	34
Département d'Etat au Développement économique	3	11,5	26	30	30
Solliciteur général	4	11,4	35	35	35
Industrie et Commerce	5	10,4	48	50	50
Affaires extérieures	4	8,7	46	47	47
Pêches et Océans	78	8,0	975	978	978
Affaires indiennes et du Nord canadien	123	7,9	1 552	1 739	1 739
Administration du rétablissement agricole des Prairies	0	0,0	75	87	87
Agence d'examen de l'investissement étranger	0	0,0	5	5	5
Bureau du Commissaire aux langues officielles	0	0,0	1	1	1
Bureau du Conseil privé	0	0,0	4	4	4
Commission canadienne des grains	0	0,0	21	22	22
Commission nationale des libérations conditionnelles	0	0,0	2	2	2
Conseil du Trésor (Bureau du Contrôleur général)	0	0,0	4	4	4
Cour fédérale	0	0,0	0	2	2
<b>Total</b>	<b>4 652</b>	<b>21,0</b>	<b>22 164</b>	<b>22 497</b>	<b>22 497</b>

\*Employés assujettis à la Loi sur l'emploi dans la Fonction publique

Source : Ministère des Approvisionnements et Services

Tableau 22

## Catégorie de la gestion et francophones

Répartition, en nombre et pourcentage, des francophones de la catégorie de la gestion selon le

ministère, 1982

Ministère	Francophones	N.	%	total de la catégorie
Gendarmerie royale du Canada <sup>a</sup>	1	1	100,0	1
Bureau du Commissaire aux langues officielles	14	11	78,6	14
Commission canadienne des droits de la personne	5	3	60,0	5
Justice	15	9	60,0	15
Secrétariat d'Etat du Canada	55	26	47,3	55
Commission de la Fonction publique	58	22	37,9	58
Agence canadienne de développement international	80	28	35,0	80
Expansion économique régionale	44	13	29,5	44
Conseil de la radiodiffusion et des télécommunications canadiennes	24	7	29,2	24
Emploi et Immigration	178	50	28,1	178
Communications	73	20	27,4	73
Consommation et Corporations	48	13	27,1	48
Affaires extérieures	93	25	26,9	93
Service correctionnel du Canada	52	14	26,9	52
Ministère dont l'effectif est inférieur à 100 employés	55	14	25,5	55
Agence d'examen de l'investissement étranger	8	2	25,0	8
Commission des relations de travail dans la Fonction publique	8	2	25,0	8
Solliciteur général	13	3	23,1	13
Conseil du Trésor (Secrétariat)	152	32	21,1	152
Statistique Canada	72	14	19,4	72
Revenu national (Douanes et Accises, Impôt)	191	36	18,8	191
Approvisionnement et Services	200	37	18,5	200
Travaux publics	107	19	17,8	107
Bureau du Conseil privé	52	9	17,3	52
Département d'Etat au Développement économique	29	5	17,2	29
Santé nationale et Bien-être social	122	21	17,2	122
Transports	247	41	16,6	247
Affaires indiennes et du Nord canadien	127	21	16,5	127
Sciences et Technologie	19	3	15,8	19
Agriculture	116	18	15,5	116
Affaires des anciens combattants	20	3	15,0	20
Travail	27	4	14,8	27
Industrie et Commerce	103	15	14,6	103
Environnement	194	26	13,4	194
Conseil du Trésor (Bureau du Contrôleur général)	72	9	12,5	72
Finances	57	7	12,3	57
Archives publiques du Canada	17	2	11,8	17
Pêches et Océans	101	11	10,9	101
Commission canadienne des transports	29	3	10,3	29
Défense nationale (civils)	119	9	7,6	119
Musées nationaux du Canada	14	1	7,1	14
Energie, Mines et Ressources	138	9	6,5	138
Bibliothèque nationale du Canada	7	0	0,0	7
Commission canadienne des grains	1	0	0,0	1
Commission canadienne des pensions	1	0	0,0	1
Commission nationale des libérations conditionnelles	2	0	0,0	2
Département des Assurances	1	0	0,0	1
Office national de l'énergie	14	0	0,0	14
<b>Total</b>		<b>618</b>	<b>19,5</b>	<b>3 175</b>

<sup>a</sup> Employés assujettis à la Loi sur l'emploi dans la Fonction publique

Source : Système d'information des ressources de gestion

## Catégorie de l'exploitation et femmes

Répartition, en nombre et pourcentage, des femmes de la catégorie de l'exploitation selon le ministère, 1982

Ministère	Femmes		total de la catégorie
	Effectif	%	
Santé nationale et Bien-être social	470	55,6	845
Bibliothèque nationale du Canada	1	50,0	2
Affaires des anciens combattants	522	40,7	1 283
Affaires indiennes et du Nord canadien	144	36,3	397
Approvisionnement et Services	428	28,7	1 489
Gendarmerie royale du Canada <sup>a</sup>	110	27,3	403
Ministres dont l'effectif est inférieur à 100 employés	13	20,6	63
Bureau du Conseil privé	3	17,6	17
Défense nationale (civils)	2 713	14,1	19 238
Emploi et Immigration	10	13,5	74
Cour fédérale	1	11,1	9
Travaux publics	410	10,9	3 764
Justice	1	9,1	11
Revenu national (Douanes et Accise, Impôt)	23	8,6	267
Environnement	138	8,1	1 701
Musées nationaux du Canada	15	7,4	203
Agriculture	107	7,1	1 498
Commission canadienne des grains	10	4,8	208
Service correctionnel du Canada	237	4,0	5 883
Pêches et Océans	28	3,8	732
Communications	1	1,4	71
Transports	67	1,2	5 469
Affaires extérieures	1	0,5	183
Énergie, Mines et Ressources	1	0,4	281
Agence canadienne de développement international	0	0,0	1
Agence d'examen de l'investissement étranger	0	0,0	1
Archives publiques du Canada	0	0,0	36
Bureau du Commissaire aux langues officielles	0	0,0	1
Commission de la Fonction publique	0	0,0	23
Commission nationale des libérations conditionnelles	0	0,0	1
Conseil du Trésor (Bureau du Contrôleur général)	0	0,0	1
Conseil du Trésor (Secrétariat)	0	0,0	1
Consommation et Corporations	0	0,0	35
Expansion économique régionale	0	0,0	4
Finances	0	0,0	7
Industrie et Commerce	0	0,0	13
Office national de l'énergie	0	0,0	1
Secrétariat d'État du Canada	0	0,0	9
Solliciteur général	0	0,0	2
Statistique Canada	0	0,0	38
Travail	0	0,0	2
<b>Total</b>	<b>5 454</b>	<b>12,3</b>	<b>44 267</b>

<sup>a</sup>Emplois assujettis à la Loi sur l'emploi dans la Fonction publique

Source : Ministère des Approvisionnements et Services

Tableau 20

## Catégorie du soutien administratif et femmes

Répartition, en nombre et pourcentage, des femmes de la catégorie du soutien administratif selon le ministère, 1982

Ministère	N.	Femmes	Effectif total de la catégorie
Commission des relations de travail dans la Fonction publique	1	100,0	1
Gendarmerie royale du Canada <sup>a</sup>	2 732	92,1	2 966
Justice	474	91,9	516
Sciences et Technologie	49	90,7	54
Administration du rétablissement agricole des Prairies	87	90,6	96
Secrétariat d'Etat du Canada	979	89,0	1 100
Affaires indiennes et du Nord canadien	1 312	88,7	1 479
Travail	293	88,3	332
Musees nationaux du Canada	186	88,2	211
Industrie et Commerce	587	87,9	668
Service correctionnel du Canada	1 247	87,9	1 418
Pêches et Océans	904	87,5	1 033
Commission de la Fonction publique	676	87,2	775
Expansion économique régionale	337	87,1	387
Office national de l'énergie	106	86,9	122
Conseil du Trésor (Bureau du Contrôleur général)	33	86,8	38
Commission nationale des libérations conditionnelles	137	86,7	158
Département d'Etat au Développement économique	45	86,5	52
Agriculture	1 434	86,2	1 664
Agence d'examen de l'investissement étranger	42	85,7	49
Conseil de la radiodiffusion et des télécommunications canadiennes	120	85,7	140
Conseil du Trésor (Secrétariat)	188	85,5	220
Communications	552	85,3	647
Commission canadienne des droits de la personne	34	85,0	40
Solliciteur général	90	84,9	106
Agence canadienne de développement international	330	84,2	392
Commission canadienne des grains	104	83,9	124
Office de l'établissement agricole des anciens combattants	88	83,8	105
Finances	234	83,6	280
Emploi et Immigration	10 406	83,3	12 493
Commission canadienne des pensions	202	82,8	244
Santé nationale et Bien-être social	3 127	82,8	3 777
Environnement	1 646	82,3	1 999
Commission canadienne des transports	227	82,2	276
Consommation et Corporations	742	81,7	908
Revenu national (Douanes et Accises, Impôt)	8 116	81,7	9 937
Défense nationale (civilis)	6 925	81,6	8 485
Ministères dont l'effectif est inférieur à 100 employés	350	81,6	429
Energie, Mines et Ressources	920	80,9	1 137
Transports	2 687	80,7	3 331
Travaux publics	1 189	80,2	1 482
Département des Assurances	45	78,9	57
Affaires des anciens combattants	1 041	78,4	1 328
Bibliothèque nationale du Canada	177	78,3	226
Bureau du Commissaire aux langues officielles	35	77,8	45
Bureau du Conseil privé	149	77,6	192
Statistique Canada	1 715	75,4	2 276
Approvisionnement et Services	3 619	75,3	4 808
Cour fédérale	57	71,3	80
Affaires extérieures	1 159	67,3	1 721
Archives publiques du Canada	207	58,6	353
<b>Total</b>	<b>58 142</b>	<b>82,2</b>	<b>70 757</b>

Emploies assujettis à la Loi sur l'emploi dans la Fonction publique

Source : Ministère des Approvisionnements et Services



Tableau 19

Catégorie des techniciens et femmes

Répartition, en nombre et pourcentage, des femmes de la catégorie des techniciens selon le ministère, 1982

Ministère	N.	Femmes	Effectif total de la catégorie
Agence d'examen de l'investissement étranger	4	100,0	4
Bureau du Commissaire aux langues officielles	1	100,0	1
Commission canadienne des droits de la personne	1	100,0	1
Commission canadienne des pensions	1	100,0	1
Commission nationale des libérations conditionnelles	2	100,0	2
Conseil du Trésor (Bureau du Contrôleur général)	1	100,0	1
Département d'Etat au Développement économique	2	100,0	2
Sciences et Technologie	5	100,0	5
Solliciteur général	7	87,5	8
Bibliothèque nationale du Canada	37	80,4	46
Justice	34	70,8	48
Affaires des anciens combattants	35	70,0	50
Secrétariat d'Etat du Canada	33	67,3	49
Travail	23	57,5	40
Conseil du Trésor (Secrétariat)	8	57,1	14
Finances	19	50,0	38
Ministères dont l'effectif est inférieur à 100 employés	15	44,1	34
Statistique Canada	334	42,3	790
Santé nationale et Bien-être social	292	41,5	703
Bureau du Conseil privé	2	40,0	5
Expansion économique régionale	8	40,0	20
Gendarmerie royale du Canada <sup>a</sup>	30	40,0	75
Archives publiques du Canada	46	35,9	128
Emploi et Immigration	24	35,8	67
Agence canadienne de développement international	6	35,3	17
Industrie et Commerce	15	31,9	47
Musées nationaux du Canada	75	30,6	245
Commission de la Fonction publique	15	28,8	52
Conseil de la radiodiffusion et des télécommunications canadiennes	3	27,3	11
Office national de l'énergie	8	26,7	30
Affaires indiennes et du Nord canadien	97	25,9	374
Affaires extérieures	26	17,8	146
Agriculture	568	16,5	3 445
Approvisionnement et Services	17	14,8	115
Energie, Mines et Ressources	159	14,6	1 087
Service correctionnel du Canada	16	14,4	111
Revenu national (Douanes et Accise, Impôt)	30	13,7	219
Commission canadienne des transports	12	13,0	92
Commission canadienne des grains	49	12,6	388
Environnement	365	12,3	2 969
Pêches et Océans	196	9,7	2 028
Consommation et Corporations	44	8,0	550
Travaux publics	63	5,2	1 219
Défense nationale (civils)	143	5,1	2 806
Communications	30	4,9	616
Transports	388	4,5	8 622
<b>Total</b>	<b>3 289</b>	<b>12,0</b>	<b>27 321</b>

<sup>a</sup>Employés assujettis à la Loi sur l'emploi dans la Fonction publique

Source : Ministère des Approvisionnements et Services

Tableau 18

**Catégorie de l'administration et du service extérieur et femmes**  
Répartition, en nombre et pourcentage, des femmes de la catégorie de l'administration et du service extérieur selon le ministère, 1982

Ministère	Femmes	Effectif total de la catégorie
Justice	59	103
Commission canadienne des droits de la personne	37	69
Bibliothèque nationale du Canada	31	58
Musées nationaux du Canada	104	202
Commission nationale des libérations conditionnelles	40	78
Secrétariat d'Etat du Canada	997	1 942
Département d'Etat au Développement économique	27	53
Bureau du Commissaire aux langues officielles	37	73
Gendarmerie royale du Canada <sup>a</sup>	118	240
Ministères dont l'effectif est inférieur à 100 employés	87	180
Santé nationale et Bien-être social	756	1 599
Finances	75	160
Bureau du Conseil privé	30	67
Commission de la Fonction publique	352	798
Communications	196	476
Cour fédérale	23	57
Solliciteur général	40	101
Emploi et Immigration	4 363	11 391
Affaires indiennes et du Nord canadien	683	1 830
Conseil du Trésor (Secrétariat)	138	374
Commission canadienne des pensions	17	49
Statistique Canada	269	781
Affaires des anciens combattants	294	858
Conseil du Trésor (Bureau du Contrôleur général)	24	70
Energie, Mines et Ressources	253	744
Agence canadienne de développement international	196	583
Conseil de la radiodiffusion et des télécommunications canadiennes	67	205
Consommation et Corporations	195	612
Environnement	442	1 428
Approvisionnement et Services	989	3 204
Sciences et Technologie	20	66
Revenu national (Douanes et Accise, Impôt)	3 569	12 369
Transports	695	2 410
Travail	98	341
Archives publiques du Canada	40	140
Commission canadienne des transports	59	213
Agriculture	245	888
Office national de l'énergie	30	119
Travaux publics	362	1 447
Pêches et Océans	182	731
Expansion économique régionale	114	515
Département des Assurances	26	119
Service correctionnel du Canada	366	1 742
Défense nationale (civils)	383	1 837
Agence d'examen de l'investissement étranger	12	59
Commission canadienne des grains	7	37
Industrie et Commerce	164	909
Office de l'établissement agricole des anciens combattants	13	82
Affaires extérieures	281	1 775
<b>Total</b>	<b>17 605</b>	<b>54 184</b>
	<b>32,5</b>	

Source : Ministère des Approvisionnements et Services

Emploies assujettis à la Loi sur l'emploi dans la Fonction publique

## Catégorie des scientifiques et spécialistes et femmes

Répartition, en nombre et pourcentage, des femmes de la catégorie des scientifiques et spécialistes selon le ministère, 1982

Ministère	Femmes	Effectif
N.	%	total de la catégorie
Bureau du Commissaire aux langues officielles	1	100,0
Cour fédérale	2	100,0
Affaires des anciens combattants	436	78,7
Bibliothèque nationale du Canada	137	65,6
Commission de la Fonction publique	436	59,0
Santé nationale et Bien-être social	1 055	54,1
Commission nationale des libérations conditionnelles	1	50,0
Conseil du Trésor (Bureau du Contrôleur général)	2	50,0
Affaires indiennes et du Nord canadien	780	44,9
Service correctionnel du Canada	283	41,2
Solliciteur général	12	34,3
Affaires extérieures	16	34,0
Commission canadienne des droits de la personne	2	33,3
Gendarmerie royale du Canada <sup>a</sup>	6	33,3
Secrétariat d'Etat du Canada	9	32,1
Musées nationaux du Canada	31	31,0
Archives publiques du Canada	31	30,1
Bureau du Conseil privé	1	25,0
Statistique Canada	184	24,5
Justice	150	24,4
Ministères dont l'effectif est inférieur à 100 employés	16	23,9
Sciences et Technologie	3	23,1
Industrie et Commerce	11	22,0
Finances	52	20,2
Défense nationale (civils)	332	19,2
Emploi et Immigration	38	19,0
Département d'Etat au Développement économique	5	16,7
Expansion économique régionale	8	16,3
Commission canadienne des pensions	5	16,1
Office national de l'énergie	19	13,9
Commission canadienne des grains	3	13,6
Consommation et Corporations	33	13,5
Conseil du Trésor (Secrétariat)	4	11,8
Agriculture	237	11,2
Energie, Mines et Ressources	135	10,6
Environnement	236	10,0
Travail	5	9,8
Conseil de la radiodiffusion et des télécommunications canadiennes	3	9,7
Approvisionnement et Services	23	9,5
Pêches et Océans	88	9,0
Commission canadienne des transports	13	8,6
Transports	67	8,0
Revenu national (Douanes et Accise, Impôt)	188	6,7
Communications	17	4,7
Travaux publics	30	4,7
Département des Assurances	1	4,5
Agence canadienne de développement international	3	4,2
Administration du rétablissement agricole des Prairies	3	3,4
Agence d'examen de l'investissement étranger	0	0,0
<b>Total</b>	<b>5 150</b>	<b>22 497</b>

<sup>a</sup> Employés assujettis à la Loi sur l'emploi dans la Fonction publique

Source : Ministère des Approvisionnements et Services

Tableau 16

## Catégorie de la gestion et femmes

Répartition, en nombre et pourcentage, des femmes de la catégorie de la gestion selon le ministère, 1982

Ministère	Femmes	N.	%	total de la catégorie
Commission canadienne des pensions	1	1	100,0	1
Commission canadienne des droits de la personne	3	3	60,0	5
Bibliothèque nationale du Canada	7	3	42,9	7
Bureau du Conseil privé	52	14	26,9	52
Travail	27	6	22,2	27
Conseil du Trésor (Secrétariat)	152	26	17,1	152
Ministère dont l'effectif est inférieur à 100 employés	55	8	14,5	55
Secrétariat d'Etat du Canada	55	8	14,5	55
Bureau du Commissaire aux langues officielles	14	2	14,3	14
Justice	15	2	13,3	15
Département d'Etat au Développement économique	29	3	10,3	29
Santé nationale et Bien-être social	122	12	9,8	122
Commission de la Fonction publique	58	5	8,6	58
Conseil de la radiodiffusion et des télécommunications canadiennes	24	2	8,3	24
Consommation et Corporations	48	4	8,3	48
Musées nationaux du Canada	14	1	7,1	14
Conseil du Trésor (Bureau du Contrôleur général)	72	5	6,9	72
Statistique Canada	72	5	6,9	72
Communications	73	5	6,8	73
Affaires indiennes et du Nord canadien	127	8	6,3	127
Archives publiques du Canada	17	1	5,9	17
Service correctionnel du Canada	52	3	5,8	52
Sciences et Technologie	19	1	5,3	19
Agence canadienne de développement international	80	4	5,0	80
Emploi et Immigration	178	8	4,5	178
Expansion économique régionale	44	2	4,5	44
Energie, Mines et Ressources	138	5	3,6	138
Finances	57	2	3,5	57
Affaires extérieures	93	3	3,2	93
Industrie et Commerce	103	3	2,9	103
Transports	247	7	2,8	247
Pêches et Océans	101	2	2,0	101
Agriculture	116	2	1,7	116
Environnement	194	2	1,0	194
Revenu national (Douanes et Accise, Impôt)	191	2	1,0	191
Travaux publics	107	1	0,9	107
Approvisionnements et Services	200	1	0,5	200
Affaires des anciens combattants	20	0	0,0	20
Commission canadienne des grains	1	0	0,0	1
Commission canadienne des transports	29	0	0,0	29
Commission des relations de travail dans la Fonction publique	8	0	0,0	8
Commission nationale des libérations conditionnelles	2	0	0,0	2
Cour fédérale	8	0	0,0	8
Défense nationale (civils)	119	0	0,0	119
Département des Assurances	1	0	0,0	1
Gendarmerie royale du Canada <sup>a</sup>	1	0	0,0	1
Office national de l'énergie	14	0	0,0	14
Solliciteur général	13	0	0,0	13
<b>Total</b>	<b>3 175</b>	<b>172</b>	<b>5,4</b>	<b>3 175</b>

<sup>a</sup>Emploies assujettis à la Loi sur l'emploi dans la Fonction publique

Source : Système d'information des ressources de gestion



de travail, 1981 et 1982

[illegible]

Tableau 15

Catégorie de la gestion et groupes sous-représentés

1981										1982									
Effectif					Effectif					Effectif					Effectif				
Femmes		Francophones		N. %		Autochtones		N. %		Femmes		Francophones		N. %		Autochtones		N. %	
de la		de la		de la		de la		de la		de la		de la		de la		de la		de la	
catégorie		catégorie		catégorie		catégorie		catégorie		catégorie		catégorie		catégorie		catégorie		catégorie	
CX 5 <sup>a</sup>	0 0,0	12	20,3	0	0,0	59	1,5	15	23,1	0	0,0	73	0,5	193	1,9	85	20,6	0	0,0
CX 4	7 4,0	42	24,1	1	0,6	174	4,7	44	22,8	1	0,5	451	0,2	568	0,2	88	24,9	92	21,7
CX 3	8 1,9	85	20,6	0	0,0	413	2,0	98	21,7	1	0,2	451	0,2	568	0,2	88	24,9	92	21,7
CX 2	23 4,5	88	17,2	1	0,2	511	5,5	105	18,5	1	0,2	451	0,2	568	0,2	88	24,9	92	21,7
CX 1	25 6,8	92	24,9	1	0,3	369	7,1	144	21,7	1	0,2	451	0,2	568	0,2	88	24,9	92	21,7
CX (non transposés)	5 6,8	17	23,0	1	0,4	74	5,0	8	40,0	0	0,0	20	0,0	20	0,0	8	40,0	0	0,0
Total	68 4,3	336	21,0	4	0,3	1 600	6,1	204	16,9	6	0,5	1 968	0,5	1 207	0,3	68	4,3	336	21,0
Grand total	68 4,3	336	21,0	4	0,3	1 600	6,1	204	16,9	6	0,5	1 968	0,5	1 207	0,3	68	4,3	336	21,0

Source : Système d'information des ressources de gestion

aucune transposition au groupe SM n'a été effectuée en 1981.

Catégorie professionnelle	Anglo-phones	Anglo-phones et francophones	Anglo-phones	Total*
Techniciens	2 367	2 364	13,3	
Contrôle de la circulation aérienne	1 990	295	12,9	2 285
(AI)				
Dessin et illustration (DI)	1 379	373	21,3	1 752
Electronique (EL)	2 385	598	20,0	2 983
Inspection des produits primaires (PI)	2 096	668	24,2	2 764
Inspection technique (TI)	999	296	22,9	1 295
Navigation aérienne (AO)	407	76	15,7	483
Officiers de navire (SO)	1 116	266	19,2	1 382
Photographie (PY)	1 119	33	21,7	1 152
Radiotélégraphie (RO)	1 022	179	14,9	1 201
Soutien de l'enseignement (EU)	54	11	16,9	65
Soutien des sciences sociales (SI)	1 402	560	28,5	1 962
Soutien technologique et scientifique (EG)	6 201	1 255	16,8	7 456
Techniciens divers (GT)	2 046	463	18,5	2 509
Total	21 216	5 073	19,3	26 289
Commis aux écritures et aux règlements (CR)	33 573	15 257	31,2	48 830
Communications (CM)	629	160	20,3	789
Mécanographie (OC)	290	154	34,7	444
Secrétariat, sténographie, dactylographie (ST)	9 303	4 709	33,6	14 012
Traitement des données (DA)	2 221	864	28,0	3 085
Total	46 016	21 144	31,5	67 160
Chauffage, force motrice et opération de machines fixes (HP)	1 898	530	21,8	2 428
Equipe de navires (SC)	1 800	338	15,8	2 138
Gardiens de phare (LI)	368	40	9,8	408
Manœuvres et hommes de métier (GL)	12 703	3 850	23,3	16 553
Pompiers (FR)	1 249	192	13,3	1 441
Réparation de navires (SR)	2 391	27	1,1	2 418
Services correctionnels (CX)	2 885	1 517	34,5	4 402
Services d'imprimerie (PR)	469	777	62,4	1 246
Services divers (SD)	8 336	2 815	24,8	11 515
Services hospitaliers (HS)	1 217	825	40,4	2 042
Total*	33 518	10 912	24,6	44 430
Grand total*	156 506	56 044	26,4	212 550
Anglo-phones	161 550	33 143	10 726	59 099
Francophones	26,8	220 649	222 582	
Anglo-phones et francophones	24,5	43 869	44 267	

1982

1981

Anglo-phones

franco-phones

et

franco-phones

Total\*

Anglo-phones

franco-phones

%

N.

Francophones

Techniciens

Contrôle de la circulation aérienne

(AI)

Dessin et illustration (DI)

Electronique (EL)

Inspection des produits primaires

(PI)

Inspection technique (TI)

Navigation aérienne (AO)

Officiers de navire (SO)

Photographie (PY)

Radiotélégraphie (RO)

Soutien de l'enseignement (EU)

Soutien des sciences sociales (SI)

Soutien technologique et scientifique (EG)

Techniciens divers (GT)

Total

Commis aux écritures et aux règlements (CR)

Communications (CM)

Mécanographie (OC)

Secrétariat, sténographie, dactylographie (ST)

Traitement des données (DA)

Total

Chauffage, force motrice et opération de machines fixes (HP)

Equipe de navires (SC)

Gardiens de phare (LI)

Manœuvres et hommes de métier (GL)

Pompiers (FR)

Réparation de navires (SR)

Services correctionnels (CX)

Services d'imprimerie (PR)

Services divers (SD)

Services hospitaliers (HS)

Total\*

Grand total\*

1981

1982

Anglo-phones

franco-phones

%

N.

Francophones

Techniciens

Contrôle de la circulation aérienne

(AI)

Dessin et illustration (DI)

Electronique (EL)

Inspection des produits primaires

(PI)

Inspection technique (TI)

Navigation aérienne (AO)

Officiers de navire (SO)

Photographie (PY)

Radiotélégraphie (RO)

Soutien de l'enseignement (EU)

Soutien des sciences sociales (SI)

Soutien technologique et scientifique (EG)

Techniciens divers (GT)

Total

Commis aux écritures et aux règlements (CR)

Communications (CM)

Mécanographie (OC)

Secrétariat, sténographie, dactylographie (ST)

Traitement des données (DA)

Total

Chauffage, force motrice et opération de machines fixes (HP)

Equipe de navires (SC)

Gardiens de phare (LI)

Manœuvres et hommes de métier (GL)

Pompiers (FR)

Réparation de navires (SR)

Services correctionnels (CX)

Services d'imprimerie (PR)

Services divers (SD)

Services hospitaliers (HS)

Total\*

Grand total\*

1981

1982

Anglo-phones

franco-phones

%

N.

Francophones

Techniciens

Contrôle de la circulation aérienne

(AI)

Dessin et illustration (DI)

Electronique (EL)

Inspection des produits primaires

(PI)

Inspection technique (TI)

Navigation aérienne (AO)

Officiers de navire (SO)

Photographie (PY)

Radiotélégraphie (RO)

Soutien de l'enseignement (EU)

Soutien des sciences sociales (SI)

Soutien technologique et scientifique (EG)

Techniciens divers (GT)

Total

Commis aux écritures et aux règlements (CR)

Communications (CM)

Mécanographie (OC)

Secrétariat, sténographie, dactylographie (ST)

Traitement des données (DA)

Total

Chauffage, force motrice et opération de machines fixes (HP)

Equipe de navires (SC)

Gardiens de phare (LI)

Manœuvres et hommes de métier (GL)

Pompiers (FR)

Réparation de navires (SR)

Services correctionnels (CX)

Services d'imprimerie (PR)

Services divers (SD)

Services hospitaliers (HS)

Total\*

Grand total\*

1981

1982

Anglo-phones

franco-phones

%

N.

Francophones

Techniciens

Contrôle de la circulation aérienne

(AI)

Dessin et illustration (DI)

Electronique (EL)

Inspection des produits primaires

(PI)

Inspection technique (TI)

Navigation aérienne (AO)

Officiers de navire (SO)

Photographie (PY)

Radiotélégraphie (RO)

Soutien de l'enseignement (EU)

Soutien des sciences sociales (SI)

Soutien technologique et scientifique (EG)

Techniciens divers (GT)

Total

Commis aux écritures et aux règlements (CR)

Communications (CM)

Mécanographie (OC)

Secrétariat, sténographie, dactylographie (ST)

Traitement des données (DA)

Total

Chauffage, force motrice et opération de machines fixes (HP)

Equipe de navires (SC)

Gardiens de phare (LI)

Manœuvres et hommes de métier (GL)

Pompiers (FR)

Réparation de navires (SR)

Services correctionnels (CX)

Services d'imprimerie (PR)

Services divers (SD)

Services hospitaliers (HS)

Total\*

Grand total\*

1981

1982

Anglo-phones

fr

Tableau 13

Catégorie et groupe professionnels, et groupe linguistique

Répartition, en nombre et pourcentage, des employés selon la catégorie professionnelle, le groupe professionnel et le groupe linguistique, 1981 et 1982

Catégorie	Groupe	Direction (EX)	1981		1982	
			Anglo-phones	Francophones	Anglo-phones	Francophones
Gestion	Gestion	Gestion supérieure (SM)	1 264	336	21,0	1 600
			1 264	336	21,0	1 600
Scientifiques et spécialistes	Actuariat (AC)	Actuariat (AC)	13	10	43,5	23
			13	10	43,5	23
Gestion	Agriculture (AG)	Agriculture (AG)	245	56	18,6	301
			245	56	18,6	301
Gestion	Architecture et urbanisme (AR)	Architecture et urbanisme (AR)	276	57	17,1	333
			276	57	17,1	333
Gestion	Art dentaire (DE)	Art dentaire (DE)	45	7	13,5	52
			45	7	13,5	52
Gestion	Bibliothéconomie (LS)	Bibliothéconomie (LS)	403	101	20,0	504
			403	101	20,0	504
Gestion	Chimie (CH)	Chimie (CH)	344	45	11,6	389
			344	45	11,6	389
Gestion	Droit (LA)	Droit (LA)	461	160	25,8	621
			461	160	25,8	621
Gestion	Economie, sociologie et statistique (ES)	Economie, sociologie et statistique (ES)	1 768	380	17,7	2 148
			1 768	380	17,7	2 148
Gestion	Enseignement (ED)	Enseignement (ED)	1 567	992	38,8	2 559
			1 567	992	38,8	2 559
Gestion	Enseignement universitaire (UT)	Enseignement universitaire (UT)	149	83	35,8	232
			149	83	35,8	232
Gestion	Ergothérapie et physiothérapie (OP)	Ergothérapie et physiothérapie (OP)	32	3	8,6	35
			32	3	8,6	35
Gestion	Génie et arpentage (EN)	Génie et arpentage (EN)	2 114	317	13,0	2 431
			2 114	317	13,0	2 431
Gestion	Mathématiques (MA)	Mathématiques (MA)	117	25	17,6	142
			117	25	17,6	142
Gestion	Médecine (MD)	Médecine (MD)	250	51	16,9	301
			250	51	16,9	301
Gestion	Médecine vétérinaire (VS)	Médecine vétérinaire (VS)	424	168	28,4	592
			424	168	28,4	592
Gestion	Météorologie (MT)	Météorologie (MT)	465	104	18,3	569
			465	104	18,3	569
Gestion	Pharmacie (PH)	Pharmacie (PH)	37	20	35,1	57
			37	20	35,1	57
Gestion	Psychologie (PS)	Psychologie (PS)	69	31	31,0	100
			69	31	31,0	100
Gestion	Recherche historique (HR)	Recherche historique (HR)	200	78	28,1	278
			200	78	28,1	278
Gestion	Recherche scientifique (SE)	Recherche scientifique (SE)	1 901	136	6,7	2 037
			1 901	136	6,7	2 037
Gestion	Réglementation scientifique (SG)	Réglementation scientifique (SG)	378	97	20,4	475
			378	97	20,4	475
Gestion	Sciences biologiques (BI)	Sciences biologiques (BI)	847	118	12,2	965
			847	118	12,2	965
Gestion	Sciences domestiques (HE)	Sciences domestiques (HE)	35	9	20,5	44
			35	9	20,5	44
Gestion	Sciences forestières (FO)	Sciences forestières (FO)	82	13	13,7	95
			82	13	13,7	95
Gestion	Sciences infirmières (NU)	Sciences infirmières (NU)	1 247	254	16,9	1 501
			1 247	254	16,9	1 501
Gestion	Sciences physiques (PC)	Sciences physiques (PC)	640	61	8,7	701
			640	61	8,7	701
Gestion	Service scientifique de la défense (DS)	Service scientifique de la défense (DS)	444	103	18,8	547
			444	103	18,8	547
Gestion	Service social (SW)	Service social (SW)	123	30	19,6	153
			123	30	19,6	153
Gestion	Vérification (AU)	Vérification (AU)	2 241	734	24,7	2 975
			2 241	734	24,7	2 975
Administration et service extérieur	Total	Total	16 917	4 243	20,1	21 160
			16 917	4 243	20,1	21 160
Administration et service extérieur	Achat et approvisionnement (PG)	Achat et approvisionnement (PG)	1 456	387	21,0	1 843
			1 456	387	21,0	1 843
Administration et service extérieur	Administration des programmes (PM)	Administration des programmes (PM)	18 585	6 377	25,5	24 962
			18 585	6 377	25,5	24 962
Administration et service extérieur	Commerce (CO)	Commerce (CO)	1 518	341	18,3	1 859
			1 518	341	18,3	1 859
Administration et service extérieur	Gestion des finances (FI)	Gestion des finances (FI)	1 881	585	23,7	2 466
			1 881	585	23,7	2 466
Administration et service extérieur	Gestion des systèmes informatiques (CS)	Gestion des systèmes informatiques (CS)	1 880	476	20,2	2 356
			1 880	476	20,2	2 356
Administration et service extérieur	Gestion du personnel (PE)	Gestion du personnel (PE)	1 884	987	34,4	2 871
			1 884	987	34,4	2 871
Administration et service extérieur	Organisation et méthodes (OM)	Organisation et méthodes (OM)	737	155	17,4	892
			737	155	17,4	892
Administration et service extérieur	Programmes de bien-être social (WP)	Programmes de bien-être social (WP)	1 255	421	25,1	1 676
			1 255	421	25,1	1 676
Administration et service extérieur	Service extérieur (FS)	Service extérieur (FS)	904	263	22,5	1 167
			904	263	22,5	1 167
Administration et service extérieur	Services administratifs (AS)	Services administratifs (AS)	6 402	2 781	30,3	9 183
			6 402	2 781	30,3	9 183
Administration et service extérieur	Services d'information (IS)	Services d'information (IS)	680	360	34,6	1 040
			680	360	34,6	1 040
Administration et service extérieur	Stagiaires en administration (AT)	Stagiaires en administration (AT)	171	83	32,7	254
			171	83	32,7	254
Administration et service extérieur	Traduction (TR)	Traduction (TR)	179	1 068	85,6	1 247
			179	1 068	85,6	1 247
Total			37 532	14 284	27,6	51 816

suite du tableau 12

Catégorie	Groupe professionnel	1981		1982	
		Hommes	Femmes	Hommes	Femmes
Techniciens	Service extérieur (FS)	1 057	9,9	1 173	150
	Services administratifs (AS)	5 637	39,3	5 838	4 296
	Services d'information (IS)	615	44,1	1 056	632
	Stagiaires en administration	125	136	52,1	112
	Traduction (TR)	629	618	1 247	615
	Total	36 556	15 751	52 308	36 579
	Contrôle de la circulation aérienne (AI)	2 253	62	2 315	2 287
	Dessin et illustration (DI)	1 531	236	1 767	1 547
	Électronique (EL)	2 971	29	3 000	3 076
	Inspection des produits primaires (PI)	2 644	172	2 816	2 634
	Inspection technique (TI)	1 287	19	1 306	1 368
	Navigation aérienne (AO)	475	12	488	513
Soutien administratif	Officiers de navire (SO)	1 352	43	1 395	1 388
	Photographie (PY)	139	14	153	139
	Radio-télégraphie (RO)	1 141	68	1 209	1 173
	Soutien de l'enseignement (EU)	18	61	77,2	79
	Soutien des sciences sociales (SI)	1 076	899	1 975	1 072
	Soutien technologique et scientifique (EG)	6 390	1 147	7 537	6 438
	Techniciens divers (GT)	2 231	301	2 532	2 376
	Total	23 508	3 063	26 572	24 032
	Commis aux écritures et aux règlements (CR)	10 820	38 693	49 515	10 909
	Communications (CM)	465	327	792	445
	Mécanographie (OE)	219	232	51,4	232
	Secrétariat, sténographie, dactylographie (ST)	172	14 014	14 186	181
Exploitation	Traitement des données (DA)	831	2 348	73,9	3 179
	Chauffage, force motrice et opération de machines fixes (HP)	2 442	4	2 446	2 376
	Équipage de navires (SC)	2 129	37	2 167	2 174
	Gardiens de phare (LI)	409	2	411	404
	Manœuvres et hommes de métier (GL)	16 540	271	16 812	16 028
	Pompiers (FR)	1 450	4	1 454	1 439
	Réparation de navires (SR)	2 594	8	2 602	2 504
	Services correcticiels (CX)	4 292	131	4 423	4 228
	Services divers (GS)	8 172	3 343	11 515	7 984
	Services hospitaliers (HS)	895	1 192	57,1	883
	Total	39 738	5 431	12,0	38 811
	Grand total <sup>a</sup>	130 835	84 801	39,3	215 643
Sources : Catégorie de la gestion : Système d'information des ressources de gestion; autres catégories : Ministère des Approvisionnement et Services					
Dans 7 cas en 1981 et 2 en 1982, les documents de paye ne précisent pas le sexe de l'employé.					
L'addition des totaux ne correspond pas au grand total; la différence est de 42 en 1981 et 165 en 1982. Voir la note technique.					
Comprend 222 employés en 1981 et 1 en 1982, les documents de paye ne précisent pas le groupe de l'employé.					
Catégories professionnelles.					
Sources : Catégorie de la gestion : Système d'information des ressources de gestion; autres catégories : Ministère des Approvisionnement et Services					



répartition, en nombre et pourcentage, des employés selon la catégorie professionnelle, le groupe professionnel et le sexe, 1981 et 1982

Catégorie	Groupe professionnel	Direction (EX)	Hommes			Femmes			Total <sup>a</sup>	
			N.	%	Total <sup>b</sup>	N.	%	Total <sup>c</sup>		
Gestion	Gestion supérieure (SM)	1 532	68	4,3	1 600	3 003	172	5,4	3 175	
	Actuariat (AC)	22	1	4,3	23	23	1	4,2	24	
	Agriculture (AG)	285	19	6,3	304	276	30	9,8	306	
	Architecture et urbanisme (AR)	316	26	7,6	342	329	36	9,9	365	
	Art dentaire (DE)	51	3	5,6	54	50	3	5,7	53	
	Bibliothéconomie (LS)	174	336	65,9	510	175	351	66,7	526	
	Chimie (CH)	316	76	19,4	392	318	89	21,9	407	
	Droit (LA)	498	135	21,3	633	518	167	24,4	685	
	Economie, sociologie et statistique (ES)	1 824	374	17,0	2 198	1 913	444	18,8	2 357	
	Enseignement (ED)	1 446	1 357	48,4	2 803	1 411	1 384	49,5	2 795	
	Ergothérapie et physiothérapie (OP)	4	31	88,6	35	3	35	92,1	38	
	Genie et arpentage (EN)	2 439	49	2,0	2 489	2 683	74	2,7	2 757	
	Mathématiques (MA)	106	37	25,9	143	105	36	25,5	141	
	Médecine (MD)	289	38	12,4	307	273	33	10,8	306	
Scientifiques et spécialistes	Médecine vétérinaire (VS)	554	49	8,1	603	563	51	8,3	614	
	Météorologie (MT)	543	27	4,7	570	530	27	4,8	557	
	Pharmacie (PH)	49	10	16,9	59	48	10	17,2	58	
	Psychologie (PS)	75	25	25,0	100	74	24	24,5	98	
	Recherche historique (HR)	207	72	25,8	279	200	81	28,8	281	
	Recherche scientifique (SE)	1 975	74	3,6	2 049	1 956	87	4,3	2 043	
	Reglementation scientifique (SG)	425	50	10,5	475	411	65	13,7	476	
	Sciences biologiques (BI)	804	168	17,3	972	834	196	19,0	1 029	
	Sciences domestiques (HE)	0	44	100,0	44	0	50	100,0	50	
	Sciences forestières (FO)	95	1	1,0	96	111	3	2,6	114	
	Sciences infirmières (NU)	121	1 444	92,3	1 565	143	1 494	91,3	1 637	
	Sciences physiques (PC)	626	82	11,6	708	688	111	13,9	799	
	Service scientifique de la défense (DS)	526	24	4,4	550	532	35	6,2	567	
	Service social (SW)	116	42	26,6	158	114	40	26,0	154	
Administration et service extérieur	Vérification (AV)	2 822	160	5,4	2 982	2 822	185	6,2	3 007	
	Total	16 926	4 762	22,0	21 689	17 347	5 150	22,9	22 497	
	Achat et approvisionnement (PG)	1 496	356	19,2	1 853	1 459	436	23,0	1 895	
	Administration des programmes (PM)	17 654	7 484	29,8	25 138	17 172	7 994	31,8	25 166	
	Commerce (CO)	1 743	148	7,8	1 891	1 832	213	10,4	2 045	
	Gestion des finances (FI)	1 941	565	22,5	2 506	1 942	629	24,5	2 571	
	Gestion des systèmes informatiques (CS)	1 878	492	20,8	2 370	2 193	651	22,9	2 844	
	Gestion du personnel (PE)	1 760	1 139	39,3	2 899	1 679	1 273	43,1	2 952	
	Organisation et méthodes (OM)	729	167	18,6	896	738	193	20,7	931	
	Programmes de bien-être social (WP)	1 292	444	25,6	1 736	1 256	487	27,9	1 743	
	Gestion	Gestion supérieure (SM)	1 532	68	4,3	1 600	1 870	98	5,0	1 968
		Total <sup>a</sup>						N.	%	
		<hr/>								
		1981								
<hr/>										
1982										
<hr/>										

Catégorie professionnelle	Modalité d'emploi	Anglo-phones		Francophones		Anglo-phones et Francophones		Anglo-phones		Total	
		N.	%	N.	%	N.	%	N.	%	N.	%
Soutien administratif	• Période indéterminée	40 479	18 070	30,9	58 549	59 177	41 668	18 954	31,3	60 622	60 946
	• Saisonnier	44	5	10,2	49	54	43	3	6,5	46	48
	• Période déterminée	4 778	2 773	36,7	7 551	7 734	5 144	2 874	35,8	8 018	8 210
	Total	45 301	20 848	31,5	66 149	66 965	46 855	21 831	31,8	68 686	69 204
	Temps partiel										
Exploitation	• Période indéterminée	474	221	31,8	695	795	625	387	38,2	1 012	1 107
	• Saisonnier	2	0	0,0	2	2	0	1	100,0	1	1
	• Période déterminée	238	75	24,0	313	360	285	75	20,8	360	444
	Total	714	296	29,3	1 010	1 157	910	463	33,7	1 373	1 552
	Temps plein										
Toutes les catégories <sup>a</sup>	• Période indéterminée	29 772	9 908	25,0	39 680	40 010	29 810	9 813	24,8	39 623	39 756
	• Saisonnier	804	165	17,0	969	1 036	727	184	20,2	911	931
	• Période déterminée	2 575	614	19,3	3 189	3 494	2 213	503	18,5	2 716	2 902
	Total	33 151	10 687	24,4	43 838	44 540	32 750	10 500	24,3	43 250	43 589
	Temps partiel										
Toutes les catégories <sup>a</sup>	• Période indéterminée	304	157	34,1	461	477	336	179	34,8	515	531
	• Saisonnier	1	0	0,0	1	1	9	0	0,0	9	10
	• Période déterminée	62	68	52,3	130	153	48	47	49,5	95	137
	Total	367	225	38,0	592	631	393	226	36,5	619	678
	Temps plein										
Toutes les catégories <sup>a</sup>	• Période indéterminée	144 042	50 961	26,1	195 003	197 187	148 563	53 568	26,5	202 131	203 262
	• Saisonnier	1 150	201	14,9	1 351	1 432	1 074	223	17,2	1 297	1 326
	• Période déterminée	9 756	4 182	30,0	13 938	14 546	9 968	4 338	30,3	14 306	14 798
	Total	154 948	55 344	26,3	210 292	213 165	159 605	58 129	26,7	217 734	219 386
	Temps partiel										
Toutes les catégories <sup>a</sup>	• Période indéterminée	1 122	529	32,0	1 651	1 775	1 440	804	35,8	2 244	2 366
	• Saisonnier	65	10	13,3	75	80	78	13	14,3	91	97
	• Période déterminée	369	161	30,4	530	621	427	153	26,4	580	732
	Total	1 556	700	31,0	2 256	2 476	1 945	970	33,3	2 915	3 195
	Grand total <sup>a</sup>	156 506	56 044	26,4	212 550	215 643	161 550	59 099	26,8	220 649	222 582

<sup>a</sup>Dans 3 093 cas en 1981 et 1 933 en 1982, la première langue officielle de l'employé n'a pas été précisée. Voir la note technique.

<sup>b</sup>L'addition des totaux ne correspond pas au grand total; la différence est de 42 en 1981 et 165 en 1982. Voir la note technique.

<sup>c</sup>Comprend 222 employés en 1981 et 216 en 1982 dont le poste n'est pas classé dans l'une ou l'autre des six catégories professionnelles.

<sup>d</sup>Dans 2 cas en 1981 et 1 en 1982, les documents de paye ne précisent pas la modalité d'emploi.

Sources : Catégorie de la gestion : Système d'information des ressources de gestion; autres catégories : Ministère des Approvisionnements et Services

Repartition, en nombre et pourcentage, des employés selon la catégorie professionnelle, la modalité d'emploi et le groupe linguistique, 1981 et 1982

(categories  
(agents)

Catégorie professionnelle	Modalité d'emploi	Hommes	N	%	Total*	Hommes	N	%	Total*	Femmes	N	%	Total*
Soutien administratif	Temps plein	11 218	47 957	81,0	59 177	11 193	49 753	81,6	60 946	48	93,8	45	8 210
	• Période indéterminée	6	48	88,9	54	3	45	93,8	48	8 210	83,9	69 204	1 107
	• Saisonnier	25	770	96,9	795	40	1 067	96,4	1 107	1	100,0	1	444
	• Période indéterminée	38	322	89,4	360	59	385	86,7	444	1 552	93,6	70 757	39 756
	• Saisonnier	63	1 094	94,6	1 157	99	1 453	93,6	1 552	1 552	93,6	70 757	39 756
	Total	12 507	55 614	81,6	68 123	12 615	58 142	82,2	70 757	12 507	58 142	82,2	70 757
	Temps partiel	141	336	70,4	477	158	373	70,2	531	141	336	70,2	531
	• Période indéterminée	0	1	100,0	1	2	8	80,0	10	0	1	100,0	1
	• Saisonnier	45	108	70,6	153	36	101	73,7	137	45	108	70,6	153
	• Période indéterminée	166	445	70,5	631	196	482	71,1	678	166	445	70,5	631
Toutes les catégories <sup>b</sup>	Total	39 738	5 431	12,0	45 171	38 811	5 454	12,3	44 267	39 738	5 431	12,3	44 267
	Temps plein	122 777	74 404	37,7	197 187	124 772	78 488	38,6	203 262	122 777	74 404	37,7	197 187
	• Période indéterminée	1 189	243	17,0	1 432	1 100	226	17,0	1 326	1 189	243	17,0	1 326
	• Saisonnier	6 465	8 080	55,5	14 546	6 271	8 527	57,6	14 798	6 465	8 080	55,5	14 546
	• Période indéterminée	130 431	82 727	38,8	213 165	132 143	87 241	39,8	219 386	130 431	82 727	38,8	213 165
	Temps partiel	225	1 550	87,3	1 775	278	2 088	88,3	2 366	225	1 550	87,3	2 366
	• Période indéterminée	68	12	15,0	80	79	18	18,6	97	68	12	15,0	80
	• Saisonnier	11	510	82,1	621	157	575	78,6	732	11	510	82,1	621
	• Période indéterminée	404	2 072	83,7	2 476	514	2 681	83,9	3 195	404	2 072	83,7	2 476
	Total	130 835	84 801	39,3	215 643	132 658	89 922	40,4	222 582	130 835	84 801	39,3	215 643
Dans 7 cas en 1981 et 2 en 1982, les documents de paye ne précisent pas le sexe de l'employé. *L'addition des totaux ne correspond pas au grand total, la différence est de 42 en 1981 et 165 en 1982. Voir la note technique. *Comprend 222 employés en 1981 et 216 en 1982 dont le poste n'est pas classé dans l'une ou l'autre des six catégories professionnelles. <sup>b</sup> Dans 2 cas en 1981 et 1 en 1982, les documents de paye ne précisent pas la modalité d'emploi. Sources : Catégorie de la gestion : Système d'information des ressources de gestion; autres catégories : Ministère des Approvisionnements et Services	Grand total <sup>a</sup>	130 835	84 801	39,3	215 643	132 658	89 922	40,4	222 582	130 835	84 801	39,3	215 643



## Catégorie professionnelle, modalité d'emploi et sexe

Répartition, en nombre et pourcentage, des employés selon la catégorie professionnelle, la modalité d'emploi et le sexe, 1981 et 1982

Catégorie professionnelle	Modalité d'emploi	Hommes		Femmes		Total <sup>a</sup>
		N.	%	N.	%	
Gestion	Temps plein	1 525	4,3	1 593	2 988	171
	• Période indéterminée	68				5,4
	• Saisonnier	0		0		0,0
	• Période déterminée	7		1		6,3
	Total	1 532	4,3	1 600	3 003	172
	Temps partiel	0		0		0,0
	• Période indéterminée	0		0		0,0
	• Saisonnier	0		0		0,0
	• Période déterminée	0		0		0,0
	Total	0		0		0,0
Scientifiques et spécialistes et	Temps plein	16 426	20,4	20 633	16 717	4 506
	• Période indéterminée	3		5		1
	• Saisonnier	488	42,3	811	587	395
	• Période déterminée	16 897	21,2	21 449	17 305	4 902
	Total	16 897	21,2	21 449	17 305	4 902
	Temps partiel	21		198	25	212
	• Période indéterminée	177	89,4			89,5
	• Saisonnier	0		0		0,0
	• Période déterminée	8		17		36
	Total	29		42		248
Administration et service extérieur	Temps plein	35 735	29,4	50 588	35 657	16 478
	• Période indéterminée	7		9		3
	• Saisonnier	700	62,1	1 321	762	684
	• Période déterminée	23 497	11,4	26 514	24 014	3 231
	Total	23 497	11,4	26 514	24 014	3 231
	Temps partiel	34		270	49	395
	• Période indéterminée	236	87,4			89,0
	• Saisonnier	68		77		10,5
	• Période déterminée	12		31		36
	Total	114		157		440
Techniciens	Temps plein	22 391	10,5	25 017	22 811	2 848
	• Période indéterminée	2		22,2		31,6
	• Saisonnier	816	35,3	1 169	906	341
	• Période déterminée	78 330	22,8	101 438	80 909	25 468
	Total	78 330	22,8	101 438	80 909	25 468
	Temps partiel	23 508	11,5	26 572	24 032	3 289
	• Période indéterminée	3		34		41
	• Saisonnier	0		0		0,0
	• Période déterminée	8		24		17
	Total	11		58		58
(catégories d'agents)	Temps plein	76 041	22,2	97 789	78 344	24 002
	• Période indéterminée	300		342		46
	• Saisonnier	1 989	39,9	3 307	2 264	1 420
	• Période déterminée	73 350	22,8	94 140	75 833	23,9
	Total	73 350	22,8	94 140	75 833	23,9
	Temps partiel	23 508	11,5	26 572	24 032	3 289
	• Période indéterminée	3		34		41
	• Saisonnier	0		0		0,0
	• Période déterminée	8		24		17
	Total	11		58		58
Total	Temps plein	21 745	22,2	25 017	22 811	2 848
	• Période indéterminée	76 041	22,2	97 789	78 344	24 002
	• Saisonnier	300		342		46
	• Période déterminée	1 989	39,9	3 307	2 264	1 420
	Total	78 330	22,8	101 438	80 909	25 468
	Temps partiel	23 508	11,5	26 572	24 032	3 289
	• Période indéterminée	3		34		41
	• Saisonnier	0		0		0,0
	• Période déterminée	8		24		17
	Total	11		58		58

10	Catégorie professionnelle, modalité d'emploi et sexe	61
11	Catégorie professionnelle, modalité d'emploi et groupe linguistique	63
12	Catégorie et groupe professionnels, et sexe	65
13	Catégorie et groupe professionnels, et groupe linguistique	67
14	Catégorie professionnelle et lieu de travail	69
15	Catégorie de la gestion et groupes sous-représentés	69
16	Catégorie de la gestion et femmes	70
17	Catégorie des scientifiques et spécialistes et femmes	71
18	Catégorie de l'administration et du service extérieur et femmes	72
19	Catégorie des techniciens et femmes	73
20	Catégorie du soutien administratif et femmes	74
21	Catégorie de l'exploitation et femmes	75
22	Catégorie de la gestion et francophones	76
23	Catégorie des scientifiques et spécialistes et francophones	77
24	Catégorie de l'administration et du service extérieur et francophones	78
25	Catégorie des techniciens et francophones	79
26	Catégorie du soutien administratif et francophones	80
27	Catégorie de l'exploitation et francophones	81
28	Statut linguistique du poste, catégorie professionnelle et groupe linguistique	82

1982 (dollars constants) <sup>a</sup>				
Femmes				
Hommes	N.	%	Total <sup>b</sup>	
30 187	51 531	63,1	81 719	
59 711	22 838	27,7	82 550	
21 134	3 368	13,7	24 502	
11 069	641	5,5	11 710	
2 259	100	4,2	2 359	
412	10	2,4	422	
<b>124 772</b>	<b>78 488</b>	<b>38,6</b>	<b>203 262</b>	
7 886	11 434	59,2	19 320	
<b>132 658</b>	<b>89 922</b>	<b>40,4</b>	<b>222 582</b>	

1982 (dollars constants) <sup>a</sup>				
Anglophones et francophones				
Anglophones	N.	%	francophones	Total <sup>b</sup>
57 524	23 672	29,2	81 196	81 719
60 767	21 393	26,0	82 160	82 550
18 282	6 092	25,0	24 374	24 502
9 762	1 907	16,3	11 669	11 710
1 905	417	18,0	2 322	2 359
323	87	21,2	410	422
<b>148 563</b>	<b>53 568</b>	<b>26,5</b>	<b>202 131</b>	<b>203 262</b>
12 987	5 531	29,9	18 518	19 320
<b>161 550</b>	<b>59 099</b>	<b>26,8</b>	<b>220 649</b>	<b>222 582</b>

Tableau 8

## Traitement annuel et sexe

Répartition, en nombre et pourcentage, des employés à temps plein, période indéterminée, selon le traitement annuel et le sexe, 1981 et 1982 en dollars constants

1982 (dollars courants)

Traitement annuel <sup>b</sup>	Moins de 20 000 \$	20 000—29 999	30 000—39 999	40 000—49 999	50 000—59 999	60 000 et plus	Total <sup>a</sup>	Autres <sup>c</sup>	Grand total
Hommes	34 059	55 806	20 228	10 201	2 110	372	122 777	8 058	130 835
Femmes	51 887	19 020	2 888	527	69	11	74 404	10 397	84 801
%	60,4	25,4	12,5	4,9	3,2	2,9	37,7	56,3	39,3
Total <sup>a</sup>	85 949	74 828	23 117	10 728	2 179	383	197 187	18 456	215 643
Hommes	19 503	57 792	26 801	14 214	5 244	1 218	124 772	7 886	132 658
Femmes	37 154	34 151	5 719	1 185	229	50	78 488	11 434	89 922
%	N.	37,1	17,6	7,7	4,2	3,9	38,6	59,2	40,4
Total <sup>a</sup>	56 658	91 944	32 520	15 399	5 473	1 268	203 262	19 320	222 582

La période de base utilisée pour le calcul des dollars constants est l'année 1981. Les moyennes annuelles de l'indice du prix à la consommation publiées par Statistique Canada ont été utilisées pour déterminer les traitements annuels de 1982 exprimés en dollars constants de 1981.

<sup>b</sup>Dans 7 cas en 1981 et 2 en 1982, les documents de paye ne précisent pas le sexe de l'employé.

<sup>c</sup>Comprend les employés dont la modalité d'emploi est autre que temps plein, période indéterminée.

Source : Ministère des Approvisionnement et Services

Tableau 9

## Traitement annuel et groupe linguistique

Répartition, en nombre et pourcentage, des employés à temps plein, période indéterminée, selon le traitement annuel et le groupe linguistique, 1981 et 1982 en dollars courants, et 1982 en dollars constants

Traitement annuel <sup>b</sup>	Moins de 20 000 \$	20 000—29 999	30 000—39 999	40 000—49 999	50 000—59 999	60 000 et plus	Total <sup>a</sup>	Autres <sup>c</sup>	Grand total
Anglophones	24 356	55 066	17 600	8 762	1 823	288	50 961	12 464	156 506
Francophones	28,7	25,7	23,2	17,4	15,0	20,9	26,1	29,0	26,4
%	84 859	74 103	22 918	10 614	2 145	364	195 003	17 547	212 550
Anglo-phones et franco-phones	85 949	74 828	23 117	10 728	2 179	383	197 187	18 456	215 643
Total <sup>a</sup>	39 647	67 026	23 994	12 321	4 583	992	148 563	12 987	161 550
Anglophones	16 641	24 452	8 361	3 017	848	249	53 568	5 531	59 099
Francophones	N.	15,6	19,7	15,338	15,338	20,1	26,5	29,9	26,8
%	29,6	26,7	25,8	5,431	5,431	1 241	203 131	18 518	220 649
Total <sup>a</sup>	56 658	91 944	32 520	15 399	5 473	1 268	203 262	19 320	222 582

La période de base utilisée pour le calcul des dollars constants est l'année 1981. Les moyennes annuelles de l'indice du prix à la consommation publiées par Statistique Canada ont été utilisées pour déterminer les traitements annuels de 1982 exprimés en dollars constants de 1981.

<sup>b</sup> Selon le taux de traitement annuel des employés au 31 décembre 1982.

<sup>c</sup> Dans 3 093 cas en 1981 et 1 933 en 1982, la première langue officielle de l'employé n'a pas été précisée. Voir la note technique.

<sup>d</sup> Comprend les employés dont la modalité d'emploi est autre que temps plein, période indéterminée.

Source : Ministère des Approvisionnement et Services



Tableau 6

Âge et sexe Répartition, en nombre et pourcentage, des employés selon le groupe d'âge et le sexe, 1981 et 1982

1981											
Hommes						Femmes					
Moins de 20 ans			Total <sup>a</sup>			Hommes			Femmes		
N.	%		N.	%		N.	%		N.	%	
497	1 475	74,8	1 973	378	1 028	73,1	1 406	20—24	6 502	12 677	66,1
16 458	17 919	52,1	34 378	16 135	18 825	53,8	34 960	25—29	16 458	17 919	52,1
22 917	14 923	39,4	37 841	22 915	16 744	42,2	39 659	30—34	22 917	14 923	39,4
17 787	9 458	34,7	27 240	19 904	11 229	36,1	31 134	35—39	17 787	9 458	34,7
14 111	7 377	34,3	21 489	14 965	8 103	35,1	23 068	40—44	14 111	7 377	34,3
14 081	6 567	31,8	20 650	14 028	6 908	33,0	20 936	45—49	14 081	6 567	31,8
14 765	6 128	29,3	20 894	14 912	6 199	29,4	21 112	50—54	14 765	6 128	29,3
14 618	5 416	27,0	20 034	13 567	5 391	28,4	18 958	55—59	14 618	5 416	27,0
8 960	2 806	23,8	11 766	9 246	3 073	24,9	12 319	60—64	8 960	2 806	23,8
65 et plus	44	24,4	180	207	61	22,8	268	65 et plus	136	44	24,4
Total <sup>b</sup>			89 922			40,4			222 582		
Dans 7 cas en 1981 et 2 en 1982, les documents de paye ne précisaient pas le sexe de l'employé.											
Dans 19 cas en 1981 et 17 en 1982, les documents de pension de retraite ne précisaient pas la date de naissance de l'employé.											

<sup>a</sup>Dans 7 cas en 1981 et 2 en 1982, les documents de pension de retraite ne précisent pas la date de naissance de l'employé.

Source : Ministère des Approvisionnement et Services

Tableau 7

Âge et groupe linguistique

Répartition, en nombre et pourcentage, des employés selon le groupe d'âge et le groupe linguistique, 1981 et 1982

1981											
Anglophones et francophones						Francophones					
Moins de 20 ans			Total <sup>a</sup>			Moins de 20 ans			Total <sup>a</sup>		
N.	%		N.	%		N.	%		N.	%	
1 175	748	38,9	1 923	1 973	830	519	38,5	1 406	220 24	12 119	6 543
12 119	6 543	35,1	18 662	19 179	11 992	6 465	35,0	18 457	34 960	23 161	10 612
23 161	10 612	31,4	33 773	34 378	23 416	11 161	32,3	34 577	39 659	26 505	10 778
16 031	5 164	24,4	21 195	21 489	16 047	5 744	25,1	22 876	39 659	19 509	7 389
15 775	4 643	22,7	20 418	20 650	16 047	4 752	22,8	20 799	39 659	16 202	4 479
16 202	4 479	21,7	20 681	20 894	16 328	4 642	22,1	20 970	39 659	16 219	3 637
16 219	3 637	18,3	19 656	20 034	15 339	3 508	18,6	18 847	39 659	9 660	2 028
9 660	2 028	17,4	11 688	11 766	10 189	2 071	16,9	12 260	39 659	137	156 506
137	21	13,3	158	215 643	161 550	32	12,5	220 649	222 582	268	268

<sup>a</sup>Dans 3 093 cas en 1981 et 1 933 en 1982, la première langue officielle de l'employé n'a pas été précisée. Voir la

note technique.

<sup>b</sup>Dans 19 cas en 1981 et 17 en 1982, les documents de pension de retraite ne précisent pas la date de naissance de l'employé.

Source : Ministère des Approvisionnement et Services

1981 1982

Ministère d'affectation	Anglo-phones	Francophones		Anglo-phones et franco-phones	Total	Anglo-phones	N.	%	Total	Anglo-phones	N.	%	Total
Commission des relations de travail dans la fonction publique	76	72	48,6	148	159	79	78	49,7	157	168			
Département d'Etat au Développement économique	58	28	32,6	86	91	107	49	31,4	156	164			
Sciences et Technologie	98	62	38,8	160	160	96	61	38,9	157	157			
Cour fédérale	62	40	39,2	102	141	67	57	46,0	124	150			
Bureau du Commissaire aux langues officielles	30	96	76,2	126	126	31	102	76,7	133	134			
Agence d'examen de l'investissement étranger	99	30	23,3	129	129	108	25	18,8	133	133			
Commission canadienne des droits de la personne	80	37	31,6	117	117	79	39	33,1	118	121			
Bureau de services juridiques des pensions	95	19	16,7	114	114	80	18	18,4	98	98			
Bureau du Chef de cabinet du Gouverneur général	32	42	56,8	74	79	39	51	56,7	90	91			
Conseil canadien des relations de travail	25	44	63,8	69	69	29	49	62,8	78	78			
Département d'Etat au Développement social	35	20	36,4	55	55	43	30	41,1	73	73			
Bureau du Directeur général des élections	7	38	84,4	45	45	16	51	76,1	67	67			
Bureau des relations fédérales-provinciales	44	27	38,0	71	71	33	33	50,0	66	66			
Cour suprême	16	24	60,0	40	53	21	32	60,4	53	63			
Commission d'appel de l'immigration	33	15	31,3	48	49	34	18	34,6	52	53			
Commission de la réforme du droit du Canada	13	21	61,8	34	35	17	25	59,5	42	42			
Commission mixte internationale	6	0	0,0	6	36	13	0	0,0	13	38			
Commission de révision de l'impôt	14	19	57,6	33	33	13	20	60,6	33	33			
Commission du tarif	5	4	44,4	9	26	7	4	36,4	11	25			
Bureau de la Coordonnatrice Situation de la ferme	6	6	50,0	12	17	12	7	36,8	19	21			
Commission des allocations aux anciens combattants	19	6	24,0	25	25	13	5	27,8	18	18			
Commission sur les pratiques restrictives du commerce	8	8	50,0	16	16	10	8	44,4	18	18			
Secrétariat des conférences intergouvernementales	6	15	71,4	21	22	4	14	77,8	18	18			
Conseil de révision des pensions	10	5	33,3	15	15	9	8	47,1	17	17			
Bureau du Commissaire à la magistrature fédérale	1	4	80,0	5	6	1	8	88,9	9	9			
<b>Total</b>	<b>156 506</b>	<b>56 044</b>	<b>26,4</b>	<b>212 550</b>	<b>215 643</b>	<b>161 550</b>	<b>59 099</b>	<b>26,8</b>	<b>220 649</b>	<b>222 582</b>			

Dans 3 093 cas en 1981 et 1 933 en 1982 la première langue officielle de l'employé n'a pas été précisée. Voir la note technique.

Employés assujettis à la Loi sur l'emploi dans la Fonction publique

Source : Ministère des Approvisionnement et Services

Tableau 5

## Ministère d'affectation et groupe linguistique

Répartition, en nombre et pourcentage, des employés selon le ministère d'affectation et le groupe linguistique, 1981 et 1982

	Anglo-phones et francophones	Anglo-phones	Francophones	N.	%	Total	Anglo-phones et francophones	Anglo-phones	Francophones	N.	%	Total
Ministère d'affectation												
Défense nationale (civils)	27 400	6 557	19,3	33 957	34 389	27 330	6 648	19,6	33 978	34 197		
Revenu national (Douanes et Accise, Impôt)	18 749	6 297	25,1	25 046	25 129	19 208	6 566	25,5	25 774	25 806		
Emploi et Immigration	15 092	7 540	33,3	22 632	22 892	16 057	8 045	33,4	24 102	24 414		
Transports	15 333	4 255	21,7	19 588	19 974	16 192	4 581	22,1	20 773	20 875		
Environnement	8 302	1 824	18,0	10 126	10 211	8 612	2 043	19,2	10 655	10 712		
Approvisionnement et Services	6 120	3 682	37,6	9 802	9 860	6 136	3 839	38,5	9 975	10 060		
Service correctionnel du Canada	6 722	3 187	32,2	9 909	9 860	6 706	3 172	32,1	9 878	9 896		
Agriculture	7 370	1 924	20,7	9 294	9 436	7 576	2 032	21,1	9 608	9 718		
Santé nationale et Bien-être social	6 673	1 825	21,5	8 498	8 695	6 898	1 969	22,2	8 867	9 004		
Travaux publics	6 104	2 294	27,3	8 398	8 485	6 342	2 266	26,3	8 608	8 672		
Affaires indiennes et du Nord canadien	4 346	731	14,4	5 077	5 713	4 753	816	14,7	5 569	5 948		
Pêches et Océans	4 771	508	9,6	5 279	5 300	4 965	629	11,2	5 594	5 604		
Statistique Canada	2 862	1 514	34,6	4 376	4 545	3 015	1 612	34,8	4 627	4 706		
Énergie, Mines et Ressources	3 233	837	20,6	4 070	4 080	3 589	1 065	22,9	4 654	4 663		
Affaires des anciens combattants	2 624	1 492	36,2	4 116	4 131	2 598	1 477	36,2	4 075	4 097		
Affaires extérieures	2 256	937	29,3	3 193	3 222	2 891	1 104	27,6	3 995	4 022		
Gendarmerie royale du Canada <sup>a</sup>	2 856	751	20,8	3 607	3 629	2 870	820	22,2	3 690	3 703		
Secrétariat d'Etat du Canada	903	2 133	70,3	3 036	3 037	1 005	2 176	68,4	3 181	3 182		
Commission de la Fonction publique	923	1 536	62,5	2 459	2 510	953	1 515	61,4	2 468	2 491		
Corporation et Corporations	1 421	711	33,3	2 132	2 136	1 533	855	35,8	2 388	2 399		
Communications	1 547	592	27,7	2 139	2 141	1 590	660	29,3	2 250	2 253		
Industrie et Commerce	1 928	508	20,9	2 436	2 473	1 386	392	22,0	1 778	1 794		
Justice	811	396	32,8	1 207	1 225	873	428	32,9	1 301	1 306		
Agence canadienne de développement international	519	558	51,8	1 077	1 080	542	605	52,7	1 147	1 147		
Expansion économique régionale	768	380	33,1	1 148	1 157	669	371	35,7	1 040	1 051		
Musées nationaux du Canada	658	279	29,8	937	938	671	304	31,2	975	976		
Finances	448	215	32,4	663	672	527	269	33,8	796	801		
Conseil du Trésor (Secrétariat)	480	267	35,7	747	756	529	261	33,0	790	793		
Travail	599	212	26,1	811	813	565	228	28,8	793	793		
Commission canadienne des grains	718	39	5,2	757	782	719	44	5,8	763	783		
Archives publiques du Canada	474	280	37,1	754	755	486	291	37,5	777	777		
Commission canadienne des transports	522	224	30,0	746	747	537	227	29,7	764	766		
Bibliothèque nationale du Canada	334	176	34,5	510	516	352	196	35,8	548	548		
Office national de l'énergie	330	51	13,4	381	384	360	67	15,7	427	431		
Conseil de la radiodiffusion et des télécommunications canadiennes	197	189	49,0	386	393	205	203	49,8	408	411		
Bureau du Conseil privé	156	128	45,1	284	286	173	154	47,1	327	330		
Commission canadienne des pensions	247	59	19,3	306	307	244	80	24,7	324	326		
Solliciteur général	163	65	28,5	228	240	180	80	30,8	260	267		
Commission nationale des libérations conditionnelles	145	98	40,3	243	246	150	100	40,0	250	250		
Département des Assurances	142	41	22,4	183	183	153	48	23,9	201	202		
Office de l'établissement agricole des anciens combattants	137	16	10,5	153	154	166	20	10,8	186	188		
Administration du rétablissement agricole des Prairies	117	0	0,0	117	170	150	0	0,0	150	183		
Conseil du Trésor (Bureau du Contrôleur général)	128	54	29,7	182	182	133	49	26,9	182	182		

Ministère d'affectation	1981		1982	
	Hommes	N. %	Hommes	N. %
Sciences et Technologie	78	82	78	83
Cour fédérale	71	70	79	83
Bureau du Commissaire aux langues officielles	55	71	58	76
Agence d'examen de l'investissement étranger	74	55	75	58
Commission canadienne des droits de la personne	44	73	46	75
Bureau de services juridiques des pensions	45	69	35	63
Bureau du Chef de cabinet du Gouverneur général	33	46	37	54
Conseil canadien des relations de travail	27	42	28	50
Département d'Etat au Développement social	24	31	31	42
Bureau du Directeur général des élections	26	19	42	25
Bureau des relations fédérales-provinciales	32	39	33	33
Cour suprême	26	27	30	33
Commission d'appel de l'immigration	18	31	18	35
Commission de la réforme du droit du Canada	10	25	11	31
Commission mixte internationale	20	16	18	20
Commission de révision de l'impôt	11	22	11	22
Commission du tarif	14	12	13	12
Bureau de la Coordonnatrice, Situation de la femme	0	17	0	21
Commission des allocations aux anciens combattants	17	8	12	6
Commission sur les pratiques restrictives du commerce	4	12	6	12
Secrétariat des conférences intergouvernementales	10	12	8	10
Conseil de révision des pensions	6	9	5	12
Bureau du Commissaire à la magistrature fédérale	0	6	1	8
<b>Total</b>	<b>130 835</b>	<b>39,3</b>	<b>132 658</b>	<b>40,4</b>
		100,0		88,9
		6		9

<sup>a</sup> Dans 7 cas en 1981 et 2 en 1982, les documents de paye ne précisent pas le sexe de l'employé.

<sup>b</sup> Employés assujettis à la Loi sur l'emploi dans la Fonction publique

Source : Ministère des Approvisionnement et Services



## Ministère d'affectation et sexe

Répartition, en nombre et pourcentage, des employés selon le ministère d'affectation et le sexe, 1981 et 1982

Ministère d'affectation	Hommes		Femmes		Total			
	N.	%	N.	%				
Défense nationale (civils)	24 070	10 317	30,0	34 389	23 700	10 496	30,7	34 197
Revenu national (Douanes et Accise, Impôt)	13 750	11 379	45,3	25 129	13 879	11 927	46,2	25 806
Emploi et Immigration	9 340	13 551	59,2	22 892	9 563	14 851	60,8	24 414
Transports	16 456	3 516	17,6	19 974	16 966	3 909	18,7	20 875
Environnement	7 657	2 554	25,0	10 211	7 881	2 831	26,4	10 712
Approvisionnement et Services	4 968	4 892	49,6	9 860	4 981	5 079	50,5	10 060
Service correctionnel du Canada	7 922	2 058	20,6	9 980	7 743	2 153	21,8	9 896
Agriculture	7 038	2 398	25,4	9 436	7 126	2 592	26,7	9 718
Santé nationale et Bien-être social	3 288	5 407	62,2	8 695	3 291	5 713	63,4	9 004
Travaux publics	6 518	1 966	23,2	8 485	6 616	2 055	23,7	8 672
Affaires indiennes et du Nord canadien	2 875	2 838	49,7	5 713	2 922	3 026	50,9	5 948
Pêches et Océans	4 011	1 288	24,3	5 300	4 204	1 400	25,0	5 604
Statistique Canada	2 137	2 408	53,0	4 545	2 201	2 505	53,2	4 706
Energie, Mines et Ressources	2 860	1 220	29,9	4 080	3 190	1 473	31,6	4 663
Affaires des anciens combattants	1 822	2 309	55,9	4 131	1 769	2 328	56,8	4 097
Affaires extérieures	1 984	1 238	38,4	3 222	2 535	1 487	37,0	4 022
Gendarmerie royale du Canada <sup>a</sup>	706	2 923	80,5	3 629	707	2 996	80,9	3 703
Secrétariat d'Etat du Canada	1 089	1 948	64,1	3 037	1 156	2 026	63,7	3 182
Commission de la Fonction publique	1 019	1 491	59,4	2 510	983	1 508	60,5	2 491
Consommation et Corporations	1 263	873	40,9	2 136	1 382	1 017	42,4	2 399
Communications	1 364	777	36,3	2 141	1 453	800	35,5	2 253
Industrie et Commerce	1 523	950	38,4	2 473	1 016	778	43,4	1 794
Justice	557	668	54,5	1 225	587	719	55,1	1 306
Agence canadienne de développement international	584	496	45,9	1 080	608	539	47,0	1 147
Expansion économique régionale	630	527	45,5	1 157	581	470	44,7	1 051
Musées nationaux du Canada	558	380	40,5	938	564	412	42,2	976
Finances	360	312	46,4	672	419	382	47,7	801
Conseil du Trésor (Secrétariat)	414	342	45,2	756	429	364	45,9	793
Travail	394	419	51,5	813	369	424	53,5	793
Commission canadienne des grains	616	166	21,2	782	610	173	22,1	783
Archives publiques du Canada	444	311	41,2	755	452	325	41,8	777
Commission canadienne des transports	450	297	39,8	747	455	311	40,6	766
Bibliothèque nationale du Canada	146	370	71,7	516	162	386	70,4	548
Office national de l'énergie	240	144	37,5	384	268	163	37,8	431
Conseil de la radiodiffusion et des télécommunications canadiennes	208	185	47,1	393	216	195	47,4	411
Bureau du Conseil privé	118	168	58,7	286	134	196	59,4	330
Commission canadienne des pensions	110	197	64,2	307	100	226	69,3	326
Solliciteur général	112	128	53,3	240	118	149	55,8	267
Commission nationale des libérations conditionnelles	72	174	70,7	246	70	180	72,0	250
Département des Assurances	122	61	33,3	183	130	72	35,6	202
Office de l'établissement agricole des anciens combattants	78	76	49,4	154	87	101	53,7	188
Administration du rétablissement agricole des Prairies	85	85	50,0	170	93	90	49,2	183
Conseil du Trésor (Bureau du Contrôleur général)	116	66	36,3	182	117	65	35,7	182
Commission des relations de travail dans la Fonction publique	76	83	52,2	159	79	89	53,0	168
Département d'Etat au Développement économique	40	51	56,0	91	82	82	50,0	164

Tableau 2

## Lieu de travail (Canada et étranger) et sexe

Répartition, en nombre et pourcentage, des employés selon le lieu de travail et le sexe, 1981 et 1982

Lieu de travail	Hommes	N.	%	Total	Hommes	N.	%	Total	Femmes	N.	%	Total
Terre-Neuve	3 967	1 256	24,0	5 223	3 997	1 373	25,6	5 370				
Ile-du-Prince-Édouard	1 059	443	29,5	1 502	1 108	530	32,4	1 638				
Nouvelle-Écosse	10 545	3 510	25,0	14 056	10 391	3 631	25,9	14 023				
Nouveau-Brunswick	4 661	2 505	34,9	7 166	4 782	2 668	35,8	7 450				
Québec (sauf R.C.N.)	20 058	11 106	35,6	31 167	19 915	11 551	36,7	31 466				
Québec (R.C.N.)	8 425	7 572	47,3	15 997	8 791	8 231	48,4	17 022				
Ontario (sauf R.C.N.)	21 258	14 644	40,8	35 903	21 311	15 348	41,9	36 660				
Ontario (R.C.N.)	29 295	23 270	44,3	52 566	30 216	24 804	45,1	55 020				
Manitoba	5 659	4 372	43,6	10 031	5 712	4 626	44,7	10 338				
Saskatchewan	3 398	2 464	42,0	5 862	3 380	2 608	43,6	5 988				
Alberta	7 351	4 983	40,4	12 335	7 625	5 396	41,4	13 021				
Colombie-Britannique	12 514	7 085	36,1	19 599	12 797	7 603	37,3	20 400				
Yukon	435	464	51,6	899	448	495	52,5	943				
Territoires du Nord-Ouest	877	737	45,7	1 614	842	666	44,2	1 508				
Étranger	1 313	390	22,9	1 703	1 343	392	22,6	1 735				
<b>Total</b>	<b>130 835</b>	<b>84 801</b>	<b>39,3</b>	<b>215 643</b>	<b>132 658</b>	<b>89 922</b>	<b>40,4</b>	<b>222 582</b>				

Source : Ministère des Approvisionnement et Services

Dans 7 cas en 1981 et 2 en 1982, les documents de paye ne précisent pas le sexe de l'employé.

Tableau 3

## Lieu de travail (Canada et étranger) et groupe linguistique

Répartition, en nombre et pourcentage, des employés selon le lieu de travail et le groupe linguistique, 1981 et 1982

Lieu de travail	Anglophones	N.	%	Total	Anglo-phones et franco-phones	N.	%	Total	Francophones et franco-phones	N.	%	Total
Terre-Neuve	5 115	34	0,7	5 149	5 223	5 261	0,9	5 370				
Ile-du-Prince-Édouard	1 392	88	5,9	1 480	1 502	1 511	6,8	1 638				
Nouvelle-Écosse	13 466	375	2,7	13 841	14 056	13 471	3,2	14 023				
Nouveau-Brunswick	5 551	1 549	21,8	7 100	7 186	7 358	23,8	7 450				
Québec (sauf R.C.N.)	2 260	28 602	92,7	30 862	3 167	2 044	29 212	3 256				
Québec (R.C.N.)	9 226	6 707	42,1	15 933	15 997	9 634	43,3	16 978				
Ontario (sauf R.C.N.)	34 212	1 332	3,7	35 544	35 903	34 837	1 563	36 400				
Ontario (R.C.N.)	35 820	16 211	31,2	52 031	52 566	37 359	17 331	54 690				
Manitoba	9 544	234	2,4	9 778	10 031	9 853	284	10 137				
Saskatchewan	5 413	56	1,0	5 469	5 862	5 678	56	5 734				
Alberta	11 964	189	1,6	12 153	12 335	12 671	239	12 910				
Colombie-Britannique	19 036	184	1,0	19 220	19 599	20 019	209	20 228				
Yukon	807	8	1,0	815	899	898	13	911				
Territoires du Nord-Ouest	1 427	58	3,9	1 485	1 614	1 418	58	1 476				
Étranger	1 273	417	24,7	1 690	1 703	1 290	434	1 724				
<b>Total</b>	<b>156 506</b>	<b>56 044</b>	<b>26,4</b>	<b>212 550</b>	<b>215 643</b>	<b>161 550</b>	<b>59 099</b>	<b>220 649</b>	<b>222 582</b>			

Dans 3 093 cas en 1981 et 1 933 en 1982, la première langue officielle de l'employé n'a pas été précisée. Voir la

note technique.

Source : Ministère des Approvisionnement et Services

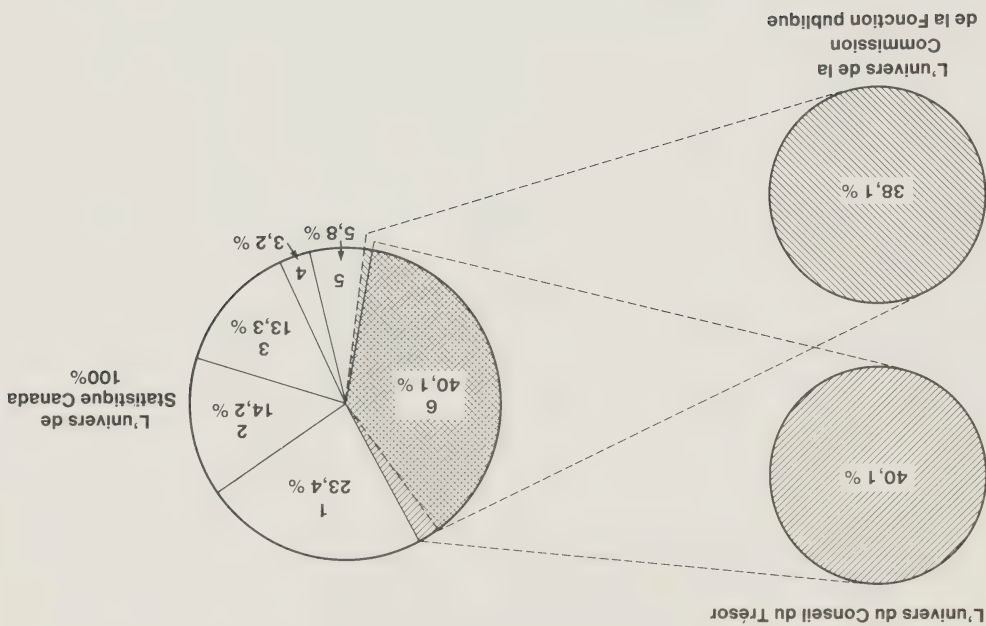
Tableau 1		Modalité d'emploi		Nombre d'employés selon la modalité d'emploi, 1981 et 1982	
		Modalité d'emploi		1981	1982
Temps plein		Période indéterminée		197 187	203 262
		Saisonnier		1 432	1 326
Total		Période déterminée		14 546	14 798
		Temps partiel		213 165	219 386
		Période indéterminée		1 775	2 366
		Saisonnier		80	97
Total		Période déterminée		621	732
		Grand total <sup>1</sup>		215 643	222 582





# L'emploi dans l'Administration fédérale — décembre 1982

(Selon Statistique Canada, le Conseil du Trésor et la Commission de la Fonction publique)



## Légende

- 1 Entreprises publiques
- 2 Personnel militaire de la Défense nationale
- 3 Postes Canada
- 4 Membres de la G.R.C.
- 5 Employés des autres sociétés et organismes dont le Conseil du Trésor n'est pas l'employeur
- 6 Les employés de la fonction publique fédérale pour lesquels le Conseil du Trésor fait office d'employeur (les ministères et organismes énumérés dans la partie I de l'annexe 1 de la Loi sur les relations de travail dans la Fonction publique).

**L'emploi dans l'Administration fédérale,  
décembre 1982**

**Statistique Canada :**

L'emploi dans l'Administration  
fédérale selon Statistique  
Canada

583 752

Moins :

Employés des entreprises  
publiques

136 383

Personnel militaire de la

Défense nationale

82 888

Employés de Postes

Canada

77 963

Membres de la G.R.C.

18 685

Employés des autres  
sociétés et organismes

dont le Conseil du Trésor

n'est pas l'employeur

33 632

**Conseil du Trésor :**

Les employés de la fonction  
publique fédérale pour lesquels  
le Conseil du Trésor fait office  
d'employeur\*

234 201

Plus :

Commission des relations  
de travail dans la fonction  
publique

168

Programme Carrières

Grand Nord—Commission  
de la Fonction publique

49

Moins :

Employés qui ne sont pas  
nommés par la Commis-

sion de la Fonction pub-

lique

1 835

Employés nommés pour

moins de 6 mois

10 001

**Commission de la Fonction**

**publique :**

L'emploi dans l'Administration  
fédérale selon la Commission  
de la Fonction publique

11 836 — 11 836

222 582

\* Comprend les employés de ministères et organismes énumérés dans la  
partie I de l'annexe 1 de la Loi sur les relations de travail dans la fonction  
publique.

## Cessations d'emploi

- Cessations d'emploi
- Départ d'un employé de la partie de la Fonction publique pour laquelle la Commission possède tous les pouvoirs de nomination.

- Renvoi pour incapacité ou incapacité

Fin de la période d'emploi en vertu du paragraphe 3 (1) de la Loi, «lorsque, de l'avis du sous-chef, un employé est incompetent dans l'exercice des fonctions de son poste, ou qu'il est incapable de remplir ces fonctions».

Cette mesure est recommandée à la Commission par le sous-chef, et l'employé peut en appeler de cette recommandation devant un comité établi à cette fin par la Commission.

- Mise en disponibilité

Fin de la période d'emploi en vertu du paragraphe 29 (1) de la Loi, «lorsque les services d'un employé ne sont plus requis, soit faute de travail, soit par suite de la suppression d'une fonction.» En pareil cas, le sous-chef peut, en conformité des règlements de la Commission, mettre l'employé en disponibilité. Cette décision n'est pas sujette à appel.

## Lexique de la catégorie de la gestion

### Généralités

- Catégorie de la gestion
- Catégorie professionnelle, divisée en deux groupes, qui englobe le personnel supérieur chargé de l'élaboration des politiques, de la conception et de la direction des programmes, de la conception et du fonctionnement des systèmes de gestion, et de la gestion du personnel, des finances et des affaires publiques.

- Groupe de la direction (EX)
- Groupe professionnel qui comprend cinq niveaux et qui inclut les sous-ministres adjoints.

- Groupe de la gestion supérieure (SM)
- Groupe professionnel inférieur au groupe de la direction qui ne comprend qu'un seul niveau.

## Types de nomination

- Promotion
- Nomination d'un employé à un poste de niveau supérieur au sein du même groupe professionnel ou nomination à un poste d'un autre groupe dont le maximum de l'échelle de traitement est supérieur à celui du poste que l'employé occupait auparavant.

- Redéploiement
- Nomination intraministérielle ou interministérielle d'un cadre, qui ne donne pas lieu à un changement de niveau ou de groupe professionnel.

- Mutation régressive

Nomination d'un employé à un poste de niveau inférieur au sein du même groupe professionnel ou nomination à un poste d'un autre groupe dont le maximum de l'échelle de traitement est inférieur à celui du poste que l'employé occupait auparavant.

- Rétrogradation

Nomination d'un employé à un poste dont le maximum de l'échelle de traitement est inférieur à celui du poste qu'il occupait auparavant et ce, pour des raisons d'incapacité ou d'incapacité et par suite d'une recommandation en ce sens par le ministre, conformément à l'article 31 de la Loi.

- **Méthodes de sélection et droit d'appel**
  - Méthode de sélection ouvrant droit à un appel conformément à l'article 21 de la Loi.
  - Méthode de sélection ouvrant droit à un appel
  - Méthode de sélection ayant fait l'objet d'un appel
  - Méthode de sélection ouvrant droit à un appel, à propos de laquelle au moins un appel a été interjeté.
  - Dispositif des décisions d'appels
  - Méthode de règlement des appels interjetés contre une méthode de sélection. Un appel peut être accueilli ou non. Les appels non accueillis sont soit rejetés soit régés autrement par un comité d'appel (avec ou sans audition) parce que l'appelant a retiré son appel ou que l'appel a été jugé irrecevable.
- **Langues officielles et dotation**
  - Situation linguistique du poste
    - Indication des exigences linguistiques d'un poste : bilingue, anglais essentiel, français essentiel ou anglais ou français essentiel.
  - Situation linguistique du titulaire
    - Indication permettant de savoir si le titulaire a satisfait, linguistiques d'un poste bilingue.
  - Poste bilingue (dotation impérative)
    - Poste bilingue pour lequel les candidats doivent satisfaire aux exigences linguistiques au moment de leur nomination.
  - Poste bilingue (dotation non impérative)
    - Poste bilingue auquel les candidats qui ne satisfont pas aux exigences linguistiques peuvent être nommés :
  - s'ils sont admissibles à la formation linguistique offerte aux frais de l'Etat,
  - s'ils démontrent, la satisfaction de la Commission, leur aptitude à réussir leur formation linguistique, et
  - s'ils s'engagent par écrit à satisfaire aux exigences linguistiques avant la fin de la période spécifiée ou, en cas d'échec, à accepter une mutation à un poste pour lequel ils sont qualifiés.
- Poste bilingue (exigences linguistiques suspendues)
  - Poste bilingue pour lequel les candidats n'ont pas à satisfaire aux exigences linguistiques, s'ils ont au moins 55 ans ou pour des raisons d'ordre humanitaire.
- Profil linguistique
  - Niveau de compétence linguistique requis, pour chacune des langues officielles, dans quatre habiletés : lire, écrire, comprendre et parler.

- **Modalités d'emploi**
  - Emploi pour une période indéterminée
    - Emploi à temps plein ou à temps partiel dont la durée n'est pas déterminée.
  - Emploi pour une période déterminée
    - Emploi à temps plein ou à temps partiel dont la durée est déterminée à l'avance. Dans ce rapport annuel, la Commission ne rend compte que des employés nommés pour une période déterminée de plus de six mois.
  - Emploi saisonnier
    - Emploi à temps plein ou à temps partiel où le titulaire ne travaille que pendant certaines périodes de l'année.
  - Emploi à temps plein
    - Emploi où le titulaire est habituellement tenu de faire la semaine de travail normale prescrite par la convention collective pertinente ou, si l'employé est exclu de la négociation collective, par l'employeur.
  - Emploi à temps partiel (régi par la Loi sur l'emploi dans la Fonction publique)
    - Emploi où le titulaire est habituellement tenu de faire plus du tiers des heures de travail quotidiennes ou hebdomadaires normales fixées pour les employés qui effectuent un travail semblable (en vigueur depuis le 1<sup>er</sup> janvier 1981).
  - Emploi à temps partiel (non régi par la Loi sur l'emploi dans la Fonction publique)
    - Emploi où le titulaire n'est habituellement pas tenu de faire plus du tiers des heures de travail quotidiennes ou hebdomadaires normales (en vigueur depuis le 1<sup>er</sup> janvier 1981).
- **Méthodes de sélection**
  - Sélection par concours
    - Sélection de candidats par suite de l'affichage d'un avis de concours ou de la consultation d'un répertoire.
  - Sélection sans concours
    - Sélection par voie de reclassement, de mutation latérale ou régressive, de promotion ou de nomination en priorité.
  - Concours public
    - Concours auquel les employés déjà membres de la Fonction publique et les personnes de l'extérieur peuvent participer.
  - Concours restreint
    - Concours auquel seules les personnes déjà membres de la Fonction publique peuvent participer : les candidats sont invités à répondre à un avis de concours annonçant les postes à pourvoir, ou sont identifiés au moyen d'un répertoire d'emploies admissibles.



## Système d'information des ressources de gestion

En juillet 1981, la Commission introduisait le Système d'information des ressources de gestion. L'élaboré et conçu avec la collaboration étroite de certains ministères et du Secréariat du Conseil du Trésor, le système joue un rôle important dans la gestion du personnel et l'administration de la catégorie de la gestion. Le Système contient des renseignements informatisés et en clair sur environ 26 000 cadres de la Fonction publique et 2 000 administrateurs subalternes du personnel. De plus, le Système renferme des données sur les personnes de l'extérieur de la Fonction publique qui postulent un emploi au sein de la catégorie de la gestion. En 1983, les administrateurs subalternes des finances seront également inclus. À l'heure actuelle, les données proviennent de 12 sources différentes, y compris les employés, les gestionnaires, et certains autres systèmes de la Fonction publique, notamment le Système d'information sur le personnel cadre, administré par le Conseil du Trésor.

## Système de gestion de l'information sur les nominations

Toutes les données qui figurent dans les tableaux de nominations publiés dans le rapport annuel sont tirées du Système de gestion de l'information sur les nominations, qui contient les données fournies par les ministères dans les Rapports d'opération de dotation.

En janvier 1981, la Commission remplaçait la Formule de dotation en personnel, datant de 1975, par le Rapport d'opération de dotation et par le système informatique s'y rapportant, à savoir le Système de gestion de l'information sur les nominations. Les principaux avantages de ce système sont les suivants : simplification de la formule à remplir par les ministères, données exactes et à jour, accès en direct aux données, vérification avec les données déjà recueillies et possibilités d'amélioration.

## Registre statistique central sur les priorités

Ce système, établi à la fin de 1978, constitue une source plus sûre de données statistiques sur les bénéficiaires de priorités statutaires et administratives. L'expression «priorité statutaire» désigne le droit d'une personne d'être prise en considération en vue d'une nomination avant les autres postulants. Cette priorité est prévue par la loi et vise les employés qui rentrent de congé et ceux qui ont été mis en disponibilité. Quant à l'expression «priorité administrative», elle désigne un droit semblable, mais cette priorité est prévue par une politique de la Commission plutôt que par une loi. Elle peut être accordée aux employés déclarés excédentaires et à ceux qui ont échoué à la formation linguistique.

En 1982, une priorité administrative était également accordée aux employés excédentaires ou mis en disponibilité qui acceptaient des postes de niveau inférieur et aux employés dont le conjoint devait se réinstaller. Depuis 1979, les données sur les mises en disponibilité proviennent de ce Registre statistique central sur les priorités plutôt que des documents de cessation d'emploi.

## Lexique général de dotation

### Généralités

- Nomination à la Fonction publique  
Nomination d'une personne de l'extérieur de la Fonction publique ou d'un membre d'un organisme fédéral qui n'est pas régi par la Loi sur l'emploi dans la Fonction publique.
- Nomination au sein de la Fonction publique  
Nomination intraministérielle ou interministérielle prononcée dans un ministère ou un organisme régi par la Loi sur l'emploi dans la Fonction publique.

### Modalités de nomination

- Promotion  
Nomination d'un employé à un poste de niveau supérieur au sein des mêmes groupe et sous-groupe professionnels ou nomination à un poste de tout autre groupe ou sous-groupe professionnel dont le maximum de l'échelle de traitement est supérieur à celui du poste que l'employé occupait auparavant.
- Mutation latérale  
Nomination d'un employé à un poste de même niveau au sein des mêmes groupe et sous-groupe professionnels ou nomination à un poste de tout autre groupe ou sous-groupe professionnel dont le maximum de l'échelle de traitement est identique à celui du poste que l'employé occupait auparavant.

- Mutation régressive  
Nomination d'un employé à un poste de niveau inférieur au sein des mêmes groupe et sous-groupe professionnels ou nomination à un poste de tout autre groupe ou sous-groupe professionnel dont le maximum de l'échelle de traitement est inférieur à celui du poste que l'employé occupait auparavant.
- Rétrogradation  
Nomination d'un employé à un poste dont le maximum de l'échelle de traitement est inférieur à celui du poste qu'il occupait auparavant et ce, pour des raisons d'incapacité ou d'incapacité et par suite d'une recommandation en ce sens par le ministère, conformément à l'article 31 de la Loi.

- Reconduction d'une nomination pour une période déterminée

Nomination, pour une période déterminée d'au moins six mois, d'un employé qui avait déjà été nommé pour une période déterminée à un poste dont le niveau ainsi que les groupe et sous-groupe professionnels sont identiques à ceux du poste qu'il occupait auparavant.

## Modifications des données sur les nominations

L'adoption du Rapport d'opération de dotation a rendu nécessaire le recours à des critères d'identification différents de ceux qui étaient utilisés auparavant.

Les nominations intermédiaires, dont le nombre est passé d'environ 12 000 en 1981 à 9 000 en 1982, n'ont pas été prises en compte dans le calcul du nombre total de nominations et de promotions, de manière à obtenir le nombre réel de promotions qui ont été accordées au sein de la Fonction publique.

Le nombre de mutations latérales au sein d'un ministère a varié, par suite de la décision de la Commission de ne plus considérer comme des nominations la plupart de ces mutations.

Le nombre de personnes nommées à la Fonction publique en 1982, ajouté au nombre d'employés en 1981,

moins le nombre de cessations d'emploi qui ont eu lieu en 1982, ne correspond pas à l'effectif de 1982. Cette situation est attribuable au fait que ces dernières années, entre 11 000 et 15 000 nominations initiales à la Fonction publique pour une période déterminée de moins de six mois n'ont pas été enregistrées, pour des raisons d'ordre pratique. Cependant, si ces employés sont de nouveau nommés et franchissent ainsi le cap des six mois de service, leur nomination sera considérée comme une nomination de personne faisant déjà partie de la Fonction publique.

## Sources des données

Chaque année, des efforts sont déployés pour contrôler les données fournies sur les nominations par les ministères. De nouveaux systèmes sont mis en œuvre en vue de permettre le contrôle de données pour lesquels des renseignements sont requis et des statistiques sont obtenues de diverses sources.

## Effectif et nominations

Les statistiques sur l'effectif sont tirées du Fichier de reportage sur la population du gouvernement du Canada, qui est établi à partir des listes de paye d'Approvisionnement et Services Canada au 31 décembre 1982. Les données sur l'effectif de la catégorie de la gestion proviennent du Système d'information des ressources de la Commission. Le 31 décembre 1982, le Système d'information des titulaires d'Approvisionnements et Services Canada dénombrait 3 340 employés dans la catégorie de la gestion, tandis que le Système d'information des ressources de gestion en dénombrait 3 175, soit 165 employés de moins. Cette différence s'explique principalement par le fait que certains employés des catégories des scientifiques et spécialistes et de l'administration et du service extérieur ont déjà été intégrés à la catégorie de la gestion dans le premier système sans l'être encore dans le deuxième. Ce décalage peut être attribué à une transmission tardive des données d'un système à un autre. En général, les données sur les nominations, les mises en disponibilité, les appels et la formation, sont tirées des dossiers de la Commission.

## Systèmes de données

### Système d'information des titulaires

Le Système d'information des titulaires d'Approvisionnement et Services Canada, utilisé aux fins du Fichier de reportage sur la population du gouvernement du Canada, se veut une banque de renseignements sur les employés de l'Administration fédérale. Le Secrétaire du Conseil du Trésor et les autres organismes centraux peuvent en tirer l'information pertinente sur tous les employés des ministères qui relèvent d'eux.

### Cessations d'emploi

Les renseignements sur les renvois pour incompétence ou incapacité et sur les révoqueries de nomination sont tirés des dossiers de la Commission. Quant aux renseignements sur les autres cessations d'emploi, ils proviennent du Système d'information des titulaires, dont il est question ci-après.

d'employés.

Afin de diminuer le nombre de cas où la première langue officielle des employés est inconnue aux fins de l'établissement des statistiques sur l'effectif et les cessations d'emploi, ces données sont parfois tirées d'autres sources, comme le Système d'information sur les langues officielles. En 1982, le nombre de cas où ces données étaient inconnues a été ramené à environ 2 000. Tous les chiffres aux groupes linguistiques ont été calculés d'après l'effectif connu et non pas d'après le nombre total réel d'employés.

Depuis janvier 1981, les données sur les nominations inscrites sur le Rapport d'opération de dotation sont rassemblées selon la première langue officielle de l'employé et incorporées dans le système qui s'y rattache, le Système de gestion de l'information sur les nominations. En 1982, les documents de nomination de 608 employés ne précisaient pas leur première langue officielle.

### Groupe linguistique

Pour ce qui est des données concernant l'effectif et les cessations d'emploi, la première langue officielle des employés vient des listes de paye et des dossiers du Régime de pension de retraite tenus par Approvisionnement et Services Canada. Quant aux données linguistiques relatives à la catégorie de la gestion, elles proviennent des dossiers de la Commission.

Le système fournit des renseignements utiles à la planification des ressources humaines, à l'étude de la mobilité des employés, à l'établissement de statistiques sur l'effectif et sur d'autres aspects de la gestion du personnel, ainsi qu'à la recherche. Il a été élaboré et mis en place au début de 1980 et remplace le Fichier principal de soutien, qui constituait jusqu'alors la source première de renseignements sur les employés de l'Administration fédérale.

## Note technique

### Renseignements sur l'effectif

La présente partie du rapport annuel contient des statistiques détaillées sur les fonctionnaires fédéraux régis par la *Loi sur l'emploi dans la Fonction publique*. Les données fournies indiquent la répartition des fonctionnaires par modalité d'emploi, ministère, lieu de travail, sexe, groupe linguistique, traitement, groupe d'âge et catégorie et groupe professionnels. Le document renferme également des données sur les nominations, les cessations d'emploi, les appels, la formation professionnelle et la formation en gestion, ainsi que la formation linguistique.

Au sens où elle est entendue ici, la Fonction publique exclut les employés suivants :

- employés nommés en vertu de la *Loi sur l'emploi dans la Fonction publique* pour une période déterminée de moins de six mois;
- personnes nommées par le gouverneur en conseil, comme les sous-chefs et le personnel des ministères;
- membres de la Gendarmerie royale du Canada (G.R.C.) et des Forces armées canadiennes;
- employés de sociétés de la Couronne, tels Air Canada et certains organismes fédéraux comme le Conseil national de recherches.

Elle comprend toutefois le personnel civil de la Défense nationale et les employés de la Fonction publique travaillant pour la Gendarmerie royale du Canada.

En 1982, l'Administration fédérale comptait au total 583 752 employés\* (voir la page 48). Les employés de la Fonction publique visés par le présent rapport représentent 38,1 % de ce total (voir la page 49).

Les lois et les règlements fédéraux comprennent différentes catégories d'employés. Chacune des lois suivantes en délimite certaines qui, bien que différentes, se chevauchent :

- la *Loi sur les relations de travail dans la Fonction publique*,
- la *Loi sur l'administration financière*,
- la *Loi sur l'emploi dans la Fonction publique*,
- la *Loi sur la pension de la Fonction publique* et les autres lois sur les pensions,
- la *Loi sur les langues officielles*.

L'effectif dont il est question dans le présent rapport est conforme aux dispositions du sous-chapitre 045-2 du *Manuel de gestion du personnel* et à celles du manuel d'exploitation du système concerné ou de tout document équivalent.

\* Source : Emploi dans l'Administration fédérale (n° 72-004 au Catalogue) Statistique Canada

### Fluctuations de l'effectif

L'effectif régi par la *Loi sur l'emploi dans la Fonction publique* fluctue d'année en année, en fonction de l'inclusion ou de l'exclusion de commissions, d'organismes et de certains types ou groupes d'employés.

#### Postes Canada

En 1981, Postes Canada devenait une société de la Couronne non régie par la *Loi*, ce qui a eu pour effet de réduire de quelque 60 000 personnes l'effectif de la Fonction publique.

### Catégorie de la gestion

Les données sur l'effectif de la catégorie de la gestion ont également changé par suite de l'intégration au nouveau groupe de la haute direction (SX) et des postes de catégorie de la haute direction (SM). Bien que la plupart des postes de la catégorie EX aient été transférés, la transposition des postes du groupe SM n'est pas encore terminée. Les données sur l'effectif de chacun de ces deux groupes continueront à fluctuer jusqu'à ce que cette transposition soit complète. À ce moment-là, la catégorie de la gestion devrait regrouper environ 4 000 cadres.

En 1981, comme la transposition ne faisait que commencer pour le groupe SM, les données fournies dans le rapport de l'année dernier ne visaient que le groupe EX. Le rapport de 1982 contient des données sur les deux groupes. Ces changements, alliés aux modifications de la définition des modalités de nominations aux postes de la catégorie de la gestion, ont entraîné des fluctuations dans les données sur l'effectif et les nominations.

Les différences d'effectifs qu'on constate à la lecture des données respectives de la Commission, du Secrétaire du Conseil du Trésor et de Statistique Canada peuvent être attribuables au fait que les données n'ont pas été recueillies au même moment et que l'effectif visé n'était pas le même. Par exemple, les données de la Commission tiennent compte des employés de la catégorie de la gestion en congé sans traitement. Il faut donc faire preuve de prudence lorsque l'on établit des comparaisons entre les données figurant dans le présent rapport et celles publiées notamment par Statistique Canada et le Secrétaire du Conseil du Trésor, car les effectifs visés peuvent varier.



## Faits à noter

### Effectif

- Croissance de 3,2 % du nombre des employés : 222 582 en 1982 par rapport à 215 643 en 1981 (voir le tableau 1)

- Augmentation de 5,1 % de l'effectif des catégories d'agents : 107 342 en 1982 par rapport à 102 127 en 1981, et augmentation de 3,9 % de l'effectif de la catégorie du soutien administratif : 70 757 en 1982 par rapport à 68 123 en 1981 (voir le tableau 10)
- Croissance de 6,0 % de la population féminine : 89 922 en 1982 par rapport à 84 801 en 1981, et augmentation de 1,1 % de leur représentation : 40,4 % en 1982 par rapport à 39,3 % en 1981 (voir le tableau 10)
- Croissance de 5,5 % de la population francophone : 59 099 en 1982 par rapport à 56 044 en 1981, et augmentation de 0,4 % de leur représentation : 26,8 % en 1982 par rapport à 26,4 % en 1981 (voir le tableau 11)
- Augmentation de 5,1 % du nombre des employés dans la Région de la capitale nationale : 72 042 (ou 32,4 % de l'effectif de la Fonction publique) en 1982 par rapport à 68 563 (ou 31,8 %) en 1981 (voir le tableau 14)

### Nominations

- Diminution de 13,0 % du nombre des nominations, en particulier les nominations pour une période indéterminée : 100 041 en 1982 par rapport à 115 017 en 1981 (voir le tableau 29)
- Accroissement de la proportion des nominations faites pour une période déterminée : 47,9 % en 1982 par rapport à 40,9 % en 1981 (voir le tableau 29)
- Diminution de 41,6 % du nombre des mutations latérales (redéploiements) : 21 172 en 1982 par rapport à 36 229 en 1981 (voir le tableau 30)
- Augmentation de 27,0 % du nombre des reconductions pour une période déterminée : 34 289 en 1982 par rapport à 27 007 en 1981 (voir le tableau 30)
- 47,3 % de toutes les nominations sont faites pour la catégorie du soutien administratif (voir le tableau 30)
- Mobilité professionnelle et nominations au sein de la Fonction publique : (voir le tableau 31)
- 93,7 % des nominations se font au sein du même ministère
- 87,8 % des nominations se font dans un même groupe ou sous-groupe
- 49,5 % des nominations se font d'une période déterminée à une autre période déterminée
- Augmentation de 26,4 % du nombre des nominations à des postes bilingues (dotation impérative) : 10 178 en 1982 par rapport à 8 051 en 1981 (voir le tableau 36)

### Cessations d'emploi

- Diminution importante de 24,5 % du nombre total des cessations d'emploi incluant les mises en disponibilité : 20 274 en 1982 par rapport à 26 864 en 1981 (voir les tableaux 46 et 48)
- Diminution de 43,6 % du nombre des cessations d'emploi ayant comme motif la démission : 8 387 en 1982 par rapport à 14 859 en 1981 (voir le tableau 48)
- Diminution de 17,8 % du nombre d'appels interjetés : 2 885 en 1982 par rapport à 3 511 en 1981 (voir le tableau 42)
- Diminution de 21,6 % du nombre de participants à la formation professionnelle : 10 251 en 1982 par rapport à 13 069 en 1981 (voir le tableau 53)
- Augmentation de 30,7 % du nombre de participants à la formation linguistique autre que la formation de base continue, à temps plein, le jour : 10 160 en 1982 par rapport à 7 775 en 1981 (voir le tableau 55).

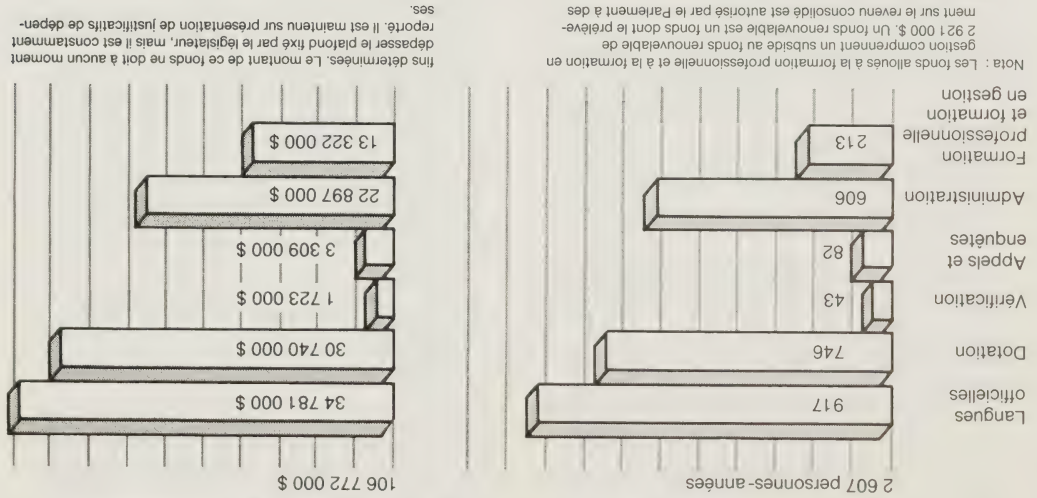
### Formation professionnelle

### Formation linguistique

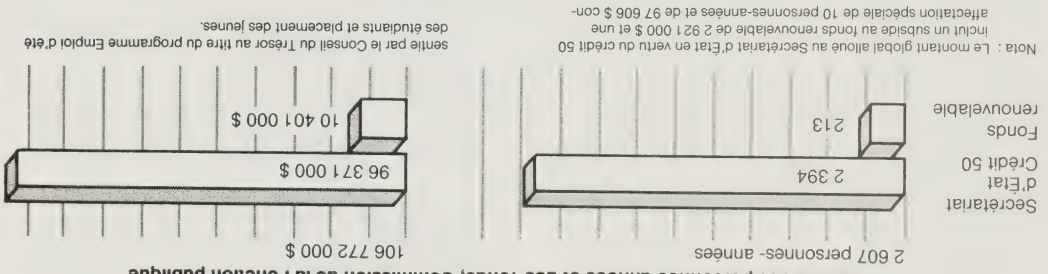
- Augmentation de 30,7 % du nombre de participants à la formation linguistique autre que la formation de base continue, à temps plein, le jour : 10 160 en 1982 par rapport à 7 775 en 1981 (voir le tableau 55).



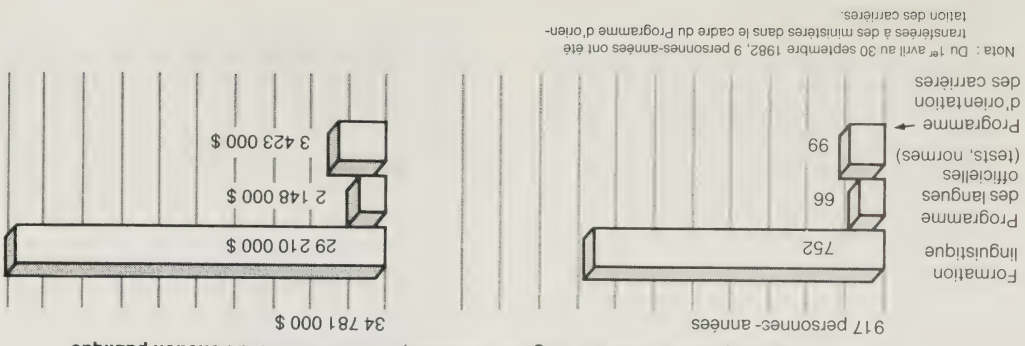
**Graphique 1**  
**Affectations budgétaires par grand secteur d'activité, Commission de la Fonction publique**



**Graphique 2**  
**Provenance des personnes-années et des fonds, Commission de la Fonction publique**



**Graphique 3**  
**Affectations budgétaires liées aux langues officielles, Commission de la Fonction publique**



## Affaires publiques

La question de la publicité aux fins de recrutement a été analysée afin de trouver une façon d'annoncer les offres d'emploi qui tienne davantage compte du rapport coût-efficacité et qui permette en même temps à la Fonction publique du Canada de préserver son image de marque. Une nouvelle méthode de publicité, dont la mise en œuvre est prévue pour 1983, a donc été adoptée. Elle devrait permettre une réduction de 25 % des frais de publicité.

## Ressources humaines

Conformément à sa politique visant à améliorer ses méthodes de gestion de la dotation et des carrières, la Commission a modifié certains rouages de la Direction du personnel. En effet, en 1982 celle-ci a procédé à un examen de ses activités et de sa structure organisationnelle de manière à offrir aux cadres de la Commission des services du personnel mieux intégrés. Cet examen avait également pour objet de trouver de meilleures façons de répondre aux besoins de la gestion, et d'étudier la possibilité de permettre aux administrateurs du personnel de la Direction d'acquérir des connaissances et de l'expérience dans plus d'une fonction du personnel. Les conclusions de cet examen sont actuellement à l'étude et les recommandations qui auront été approuvées seront mises en œuvre en 1983.

## Égalité d'accès

En tant qu'organisme central, la Commission se doit de favoriser le recrutement de membres de groupes sous-représentés dans l'ensemble de la Fonction publique, mais elle s'emploie également à accroître dans ses propres rangs le nombre de personnes faisant partie de ces groupes. En effet, elle a déployé des efforts particuliers pour nommer davantage de femmes à des postes de la catégorie de la gestion et accroître le nombre de personnes handicapées et d'autochtones à tous les niveaux de la Commission.

Elle a également pris des mesures pour supprimer les obstacles qui empêchent les membres de groupes sous-représentés d'obtenir un emploi au sein de la Commission et pour s'assurer que tous les membres qualifiés de ces groupes sont pris en considération dans tous les concours visant à pourvoir aux postes de la Commission. À l'heure actuelle, les femmes représentent à la Commission 7 % des membres du groupe de la direction et 12 % du groupe de la gestion supérieure.

## Relations employeur-employé

En 1982, la Commission a continué d'entretenir de bonnes relations tant avec ses employés qu'avec les représentants des agents négociateurs. Le Comité mixte de consultation du ministère et les comités mixtes de consultation de chaque direction générale se sont réunis afin d'échanger leurs vues sur des questions d'intérêt réciproque. Le Comité ministériel s'est réuni à deux reprises au cours de l'année afin de discuter, entre autres, de la santé et de la sécurité au travail, de la possibilité de faire bénéficier les employés de la Commission de la semaine de tra-

## Systèmes de données sur le personnel

La Commission a participé, de concert avec le Conseil des Services Canada et Approuvisionnements et Services Canada, à l'élaboration d'un fichier commun sur l'effectif de l'Administration fédérale. Les données tirées de ce fichier serviront à l'établissement de rapports statistiques sur l'emploi dans l'Administration fédérale. Les organismes concernés ont établi des critères pour la description et le rapprochement des divers ensembles de population visés par les lois et règlements sur l'emploi dans le secteur public fédéral.

La Commission a nommé deux employés à temps plein au groupe de travail chargé d'établir le Centre d'administration des données sur le personnel, au Bureau des conseils en informatique à Approuvisionnements et Services Canada. Le Centre devra :

- élaborer et exploiter une seule et unique base de données concernant l'effectif;
- gérer des données retenues et des méthodes de collecte;
- définir, planifier et coordonner les efforts du Conseil du Trésor et de la Commission pour réduire la charge de travail imposée aux ministères par les systèmes d'information sur le personnel des organismes centraux.

# Gestion interne

Le budget de la Commission de la Fonction publique pour 1982/1983 (voir les graphiques 1, 2 et 3) prévoyait pour 1982/1983 des dépenses de 2 607 per-  
sonnes-années, comparativement à 97,2 M\$ et 2 593 per-  
sonnes-années en 1981/1982. L'augmentation nette de  
9,6 M\$ est attribuable à des dépenses supplémentaires  
de 9,7 M\$ résultant de l'initiation, de 2,6 M\$ résultant du  
transfert à la Commission de la responsabilité du pro-  
gramme Carrières Grand Nord qui relevait auparavant des  
Affaires indiennes et du Nord canadien et de 1,5 M\$ au  
titre des frais de publicité pour le recrutement. Cette  
hausse a été compensée par une diminution de 3,7 M\$  
des crédits consacrés au fonctionnement de la Direction  
générale du perfectionnement et de 0,5 M\$ des sommes  
affectées au Programme d'orientation des carrières.  
L'augmentation nette de 14 personnes-années s'explique  
principalement par le transfert à la Commission de la  
responsabilité du programme Carrières Grand Nord, allié  
à une réduction de l'effectif de la Direction générale du  
perfectionnement.

## Méthodes de gestion

Au cours de l'année, des mesures ont été prises pour  
renforcer les méthodes de gestion interne de la Commis-  
sion. Une politique de justification des ressources a été  
élaborée afin d'uniformiser davantage les méthodes de  
détermination des besoins en ressources à la Commission  
et d'établir des plans d'exploitation pluriannuels con-  
formément aux exigences du Conseil du Trésor. La Com-  
mission a également participé au projet de réforme du  
Budget des dépenses et publié pour la première fois, au  
printemps de 1982, la partie III du Budget principal des  
dépenses (Plan de dépenses du programme).  
Elle a en outre élaboré une politique d'évaluation de  
programmes qui tient compte du fait que les responsabi-  
lités de la Commission et du Conseil du Trésor dans le  
domaine de la gestion du personnel sont étroitement liées.  
De plus, à la fin de l'année, la Commission collaborait  
avec le Secrétaire du Conseil du Trésor à l'évaluation de  
la planification et de la gestion de la formation linguis-  
tique.

Le Bureau du Contrôleur général (B.C.G.) a également  
procédé à un examen des systèmes et contrôles de ges-  
tion de la Commission dans le cadre du Programme de  
perfectionnement des pratiques et contrôles de gestion. Il  
a recensé certaines méthodes de gestion interne de la  
Commission nécessitant des améliorations. La Commis-  
sion avait d'ailleurs, à la fin de l'année, entrepris l'éta-  
blissement d'un plan d'action qui tient compte des obser-  
vations du B.C.G. et qui sera examiné avec celui-ci.  
Cette année, le budget pour les frais de publicité et de  
déplacement a été réduit de 423 000 \$ par suite du blo-  
cage, par le Conseil du Trésor, des dépenses dans ces  
deux secteurs pour l'ensemble de la Fonction publique.  
De plus, le président, en tant que fonctionnaire adminis-  
tratif en chef, a demandé aux cadres de réduire les  
dépenses sous leur responsabilité. Cette demande résulte  
des mesures de compressions budgétaires annoncées par  
le Conseil du Trésor en septembre 1982 en vue de réduire

les frais généraux ministériels, en particulier les coûts dis-  
crétionnaires. Les gestionnaires ont donc examiné minu-  
tieusement ces coûts et ont pu réaliser des économies ou  
reporter certaines dépenses au cours des neurts premiers  
mois de 1982/1983 obtenant ainsi des réductions de  
7 11 703 \$ au chapitre des dépenses non salariales. Voici  
les principales économies réalisées :

- réduction des coûts discrétionnaires  
au titre des déplacements 75 500 \$
- rationalisation des installations  
téléphoniques 8 900 \$
- participation à certaines conférences  
annulée 29 000 \$
- annulations d'abonnements à des  
journaux et périodiques 6 300 \$
- réduction des coûts d'impression des  
publications en annulant ou modifiant  
certaines publications et en les  
diffusant de façon plus efficiente 172 590 \$
- examen de la nécessité de faire  
l'acquisition d'appareils et d'améliorer  
de bureau, et recherche de solutions 224 200 \$

Enfin, le fonctionnaire administratif en chef a encouragé  
les gestionnaires à continuer de contrôler leurs dépenses  
au titre des frais généraux, en déterminant si certaines  
dépenses sont réellement justifiées et en présentant des  
rapports trimestriels sur les efforts qu'ils déploient pour  
réduire les coûts discrétionnaires, ainsi que sur les écono-  
mies qu'ils ont effectivement réalisées.

## Vérification interne

À la fin de 1981, le Bureau du Contrôleur général  
(B.C.G.) procédait à un examen du maintien de la  
performance à la Direction de la vérification interne. Or, la  
Commission a donné suite à toutes les recommandations  
qui en ont découlé et a pris certaines mesures en vue de  
résoudre la plupart des problèmes constatés. Le rapport  
annuel de 1981 précisait que certaines de ces mesures  
avaient été approuvées et qu'elles seraient mises en  
œuvre en 1982. Parmi les mesures prises afin de se con-  
former aux normes du B.C.G., la Commission a procédé à  
une meilleure définition des rapports hiérarchiques en  
matière de vérification interne, à l'établissement d'une poli-  
tique sur le Comité de vérification et à l'établissement de  
méthodes concernant le suivi des vérifications.

En 1982, la Direction générale des programmes de  
dotation a fait l'objet d'une vérification complète. Un pro-  
gramme de vérifications fonctionnelles dans les domaines  
de la gestion financière, administrative et du personnel a  
également été lancé et le premier suivi de vérification a  
été mené au sein de la Direction générale du programme  
de la formation linguistique.



**Programmes d'orientation en gestion**

C'est en novembre 1981 que l'on inaugurait les programmes d'orientation en gestion à l'intention des membres de la catégorie de la gestion. Depuis janvier 1982, 210 personnes ont participé au programme destiné aux cadres de gestion, 281 au programme destiné aux cadres de direction et 34 au programme destiné aux sous-ministres adjoints. Les modules d'enseignement sont constamment revus par l'équipe d'élaboration et modifiés au fur et à mesure. Des changements majeurs y seront apportés l'analyse en cours concernant les tâches de la catégorie de la gestion ainsi que les réactions et les besoins futurs des ministères face à ces programmes.

Quant aux programmes d'orientation en gestion à l'intention des gestionnaires intermédiaires et des superviseurs, qui deviendront obligatoires à partir d'avril 1984, ils ont été données à sept reprises à 161 fonctionnaires fédéraux. Vingt-huit ministères ont déjà fait l'acquisition de la documentation de ces deux programmes dans le but d'offrir leurs propres cours.

**Programme pour les agents de formation**

En 1982, la Commission a élaboré trois cours fondés sur l'approche systémique à la formation. Cette approche peut être définie essentiellement comme étant une méthode logique de grouper et de présenter dans l'ordre les différentes étapes de la formation. Elle a pour but de diviser en petites sections plus faciles à administrer un processus à la fois long et complexe, et de permettre au gestionnaire de disposer d'un plan détaillé de vérification. Le cours intitulé *Tenue des activités en formation* a été offert en novembre à 24 participants représentant 3 différents ministères. Les deux autres cours : *Analyse et élaboration des activités de formation* et *Évaluation et validation* des activités de formation seront offerts à l'automne de 1983.

**Contrôle de la qualité**

Comme elle l'annonçait dans son rapport annuel de 1981, la Commission a mis sur pied une équipe responsable du contrôle de la qualité des cours, de l'analyse des tâches des différents niveaux de gestion et de la validation mise au point de l'approche systémique à la formation et des cours. La première tâche de cette équipe a été la production d'un manuel de référence pour les ministères et organismes. Cette même équipe est à effectuer l'analyse des tâches de la catégorie de la gestion, des cadres intermédiaires et des superviseurs d'après un échantillonage de 5 500 fonctionnaires sur une population d'environ 45 000. À l'avenir, les cours de la Commission seront élaborés non seulement en fonction des tâches effectuées par la clientèle visée, mais aussi selon les principes de l'approche systémique à la formation. À l'heure actuelle, dix cours sont en voie d'être refaits selon cette approche. À cet égard, la Commission accuse un retard qui sera certes rattrapé en 1983.

**Rentabilisation**

Comme pour 1981, la Commission a réussi à équilibrer son budget en ce qui a trait aux opérations générales effectuées au titre du fonds renouvelable du perfectionnement et de la formation du personnel. Cette situation favorable découle de l'adoption par les gestionnaires de mesures spéciales de contrôle des dépenses et de l'utilisation maximale des ressources humaines internes et des locaux disponibles. De plus, le Conseil du Trésor continue d'engager des fonds supplémentaires pour la mise en œuvre d'activités dont les frais ne peuvent être intégralement recouverts.

**Projets spéciaux**

La Commission, en collaboration avec le Conseil du Trésor, travaille actuellement à l'établissement de normes mesurables de rendement pour l'enseignant spécialisé et pour l'agent de personnel spécialisé en formation, ainsi qu'à la préparation d'un manuel de vérification des programmes ministériels de formation et de perfectionnement.



## 9 Formation professionnelle

Cette année, la Commission a continué à dispenser des services de formation de haute qualité et des services de soutien à la formation, conformément à la politique du Conseil du Trésor et aux recommandations de son Conseil. secondar les ministères dans leurs efforts pour répondre aux besoins de formation qui sont liés à l'emploi et jugés essentiels à l'amélioration des compétences professionnelles des fonctionnaires.

### Prestation de cours et services d'aide à la formation

Depuis 1980, les 98 modèles de cours offerts par la Commission sont regroupés sous neuf thèmes qui représentent les domaines de connaissances requises selon les tâches exercées à la Fonction publique. Pendant la période visée par le rapport, 498 cours ont été donnés à plus de 10 200 participants. La liste suivante montre la répartition, en pourcentage, des cours donnés pendant 1981 et 1982, selon le domaine de connaissances :

	1981	1982
Orientation en gestion	1,9	6,6
Théorie et pratiques de gestion	18,2	25,3
Informatique	11,3	17,7
Gestion des finances	13,4	16,7
Gestion du matériel	2,4	3,2
Systèmes du gouvernement	0,0	0,2
Gestion du personnel	20,5	27,1
Approche systémique à la formation	0,0	0,2
Perfectionnement individuel	32,3	3,0

Dans le domaine du perfectionnement individuel, un nouveau cours de préparation à la retraite a été mis sur pied à l'intention des cadres de direction et de gestion. Quatre-vingt-deux d'entre eux ont participé à l'un ou l'autre des quatre cours donnés en 1982 dans la Région de la capitale nationale. De plus, à la suite d'une entente avec les universités d'Ottawa et de Carleton, 11 cours de perfectionnement individuel ont été donnés le soir à 175 fonctionnaires fédéraux. Ces cours couvraient en particulier le domaine des communications orales et écrites.

exigences d'admission. Désormais, les étudiants des heures de cours par semaine. Certains suivent jusqu'à 20 cours de base doivent s'engager à suivre au moins huit heures de cours par semaine. Enfin, la Commission a revu le contenu de l'ensemble des cours de perfectionnement afin de mieux répondre aux besoins des ministères.

Par ailleurs, les candidats aux cours de perfectionnement doivent démontrer qu'ils possèdent les connaissances nécessaires pour participer à ces cours.

Enfin, la Commission a revu le contenu de l'ensemble des cours de perfectionnement afin de mieux répondre aux besoins des ministères.

## La formation des fonctionnaires

### 8 Formation linguistique

Deux faits saillants ont marqué les activités cette année : une entente entre le Conseil du Trésor et la Commission sur le Programme des langues officielles dans la Fonction publique, plus particulièrement sur le partage des rôles et responsabilités en matière de formation linguistique, et la mise en œuvre de certaines modifications apportées en 1981 aux politiques sur les langues officielles.

#### Partage des responsabilités

Selon l'entente intervenue entre les deux organismes, le Conseil du Trésor est responsable essentiellement de l'élaboration des objectifs, des politiques et des lignes directrices ainsi que du contrôle des activités de formation linguistique, alors que l'organisation et la mise en œuvre des activités ont été déléguées à la Commission. C'est donc à cette dernière qu'incombe la prestation des services de formation linguistique et d'aide technique et spécialisée.

Elle n'est pas la seule cependant à œuvrer dans ce domaine. Depuis 1977, le Conseil du Trésor a délégué progressivement aux ministères la responsabilité de la mise en œuvre des politiques sur les langues officielles, y compris la prestation de services internes de formation linguistique et le choix du pourvoyeur.

Étant donné que le Conseil du Trésor délègue des responsabilités à la fois à la Commission et aux ministères, il est important d'assurer une collaboration étroite entre les parties concernées afin de mieux planifier les activités de formation linguistique et de faire face à la demande accrue de services. Au cours des prochains mois, le Conseil du Trésor et la Commission verront à préciser les paramètres de la délégation et à mieux définir les responsabilités qui en découlent pour la Commission.

La Commission continuera toujours à jouer un rôle de premier plan, d'une part parce qu'elle possède une vaste expérience de l'enseignement d'une langue seconde aux adultes, et d'autre part parce qu'elle est la seule à fournir certains services comme le Programme supérieur de formation linguistique, l'aide technique et spécialisée, et pour fins de dotation ainsi que pour les cours de base continus offerts par la Commission, la détermination de l'aptitude à apprendre la langue seconde.

#### Mise en œuvre des politiques révisées

En 1982, les activités de la Commission ont été particulièrement influencées par deux modifications aux politiques du Conseil du Trésor : la nécessité de déterminer l'aptitude à apprendre la seconde langue pour les candidats à un poste bilingue et l'attribution d'un rôle plus important aux gestionnaires et aux candidats dans le processus de la formation linguistique.

La première modification entraîne une augmentation importante des demandes de détermination de l'aptitude. Les répercussions sur la dotation et les changements apportés au processus d'orientation sont examinés au chapitre 3.

La Commission a également mis au point un nouveau formulaire d'identification des besoins langagiers. À l'aide de ce formulaire, le gestionnaire - déjà responsable d'identifier les postes bilingues et d'établir le niveau de compétence requis - devra préciser avec l'employé les besoins de celui-ci en rapport avec l'usage prévu de la langue. La Commission sera alors en mesure d'adapter ses programmes de formation aux exigences des postes bilingues.

#### Programme supérieur de formation linguistique

Comme elle l'a annoncé dans son rapport annuel de 1981, la Commission a mis en œuvre cette année le Programme supérieur de formation linguistique. Ce programme a pour but d'augmenter le nombre d'employés bilingues possédant un niveau élevé de compétence dans leur seconde langue officielle. Les participants suivent des cours pendant quatre mois puis sont affectés à des tâches exigeant l'utilisation de leur deuxième langue officielle.

La sélection est rigoureuse. Sur 90 candidats présentés par 29 ministères, 49 seulement ont été retenus dont 31 anglophones et 18 francophones. La répartition était de 38 hommes pour 11 femmes, tandis que les groupes et de AS-2 à EX-4.

En cette première année d'activités, le Programme supérieur a poursuivi l'élaboration d'un cadre pédagogique et a mis sur pied un centre de ressources pour l'apprentissage individuel. Tout en continuant à apporter des améliorations au contenu et à l'approche du cours, le programme compte implanter un système intégré d'évaluation des progrès des étudiants.

#### Inscriptions aux cours

Le nombre d'inscriptions aux cours de base continus a augmenté de 3 098 en 1982 : 3 098 inscriptions par rapport à 3 017 en 1981. Quant aux inscriptions aux autres types de cours, elles ont connu une hausse sensible, passant de 7 775 en 1981 à 10 160 en 1982. Cette augmentation est due, entre autres, à une demande accrue de cours spéciaux et de cours du soir dans les régions et de cours d'anglais dans la Région de la capitale nationale.

#### Programme ministériel

La Commission offre, dans la Région de la capitale nationale, des cours de français à temps partiel à près de 60 ministères, dans des locaux fournis par ces derniers. Un protocole d'entente avec chaque ministère ou groupe de ministères décrit la nature des services dispensés et les responsabilités des parties en cause.

Dans le but d'assurer une meilleure utilisation des ressources affectées à ce genre de cours et afin d'améliorer les résultats des étudiants, la Commission a haussé les

\* Les cours d'anglais à temps partiel offerts dans la Région de la capitale nationale par le Programme régional de la Direction du programme de la formation linguistique.

pour enquête en 1982 et indiquent l'équilibre qui doit être maintenu entre les droits des employés et ceux de la gestion.

Dans le premier cas, un cadre d'un organisme a contesté le bien-fondé de son renvoi en cours de stage. Le cas a fait l'objet d'une enquête et le renvoi a été jugé fondé, mais un certain nombre de recommandations ont été faites à l'organisme au sujet du manque de communication qui, comme l'a révélée l'enquête, existait entre la gestion supérieure et les services du personnel. L'absence de politiques et de procédures appropriées concernant la gestion supérieure a également été constatée et des mesures correctives ont été recommandées.

Le second cas concerne une enquête menée au sujet du prétendu retrait d'une offre d'emploi. Il a été établi que les pratiques de dotation adoptées par le ministère, y compris ses méthodes de publication des offres d'emploi, allaient à l'encontre des politiques, des procédures et des critères de sélection de la Commission. La tenue d'un nouveau concours a été demandée et il a été recommandé au ministère de remédier aux lacunes constatées.

Dans un autre cas, un employé nommé pour une période déterminée s'est plaint de ce que sa période d'emploi n'ait pas été prolongée et qu'il ait été jugé inapte à occuper le poste, malgré la bonne note que lui avait attribuée son superviseur. L'enquête a révélé qu'en raison du casier judiciaire de l'employé, le ministère ne pouvait le réembaucher à moins qu'il n'ait obtenu un pardon. L'organisme compétent ne pouvait toutefois lui accorder que s'il prouvait qu'un emploi permanent lui avait été offert. La Direction des enquêtes a agi à titre de médiateur et a pris des dispositions pour que le ministère et l'organisme clarifient la situation de l'employé. Ce dernier a obtenu le pardon et son nom a été placé sur une liste d'admissibilité afin qu'il puisse être nommé au prochain poste vacant pour lequel il sera jugé qualifié.

Dans le dernier cas, un employé nommé pour une période déterminée s'est plaint d'avoir été remercié avant la date où sa période d'emploi aurait normalement dû prendre fin. L'enquête a révélé que la cessation d'emploi constituait une mise en disposition injustifiée. Le ministère a accepté de réviser sa politique concernant la cessation d'emploi des employés nommés pour une période déterminée et le plaignant a reçu une compensation pour son manque à gagner.

## Antidiscrimination

En 1982, la Direction de l'antidiscrimination a reçu 329 plaintes contre 305 en 1981, soit une augmentation de 8 %. Elle a examiné 505 cas par rapport à 426 l'année précédente, ce qui représente une augmentation de 19 %, et elle a fermé 233 dossiers d'enquête comparativement à 170 en 1981, soit une augmentation de 37 %. La plupart des plaintes pour discrimination concernaient dans l'ordre, comme en 1981 :

- la race, la couleur et l'origine nationale,
- le sexe,

- l'âge, et
- une incapacité.

On trouvera ci-dessous un échantillon des plaintes que la Direction a traitées en 1982.

Une employée a soutenu que la gestion avait fait preuve, à son endroit, de discrimination fondée sur l'âge et le sexe, en plus de l'avoir harcelée et forcée à accepter une rétrogradation volontaire. Une enquête a révélé que son rendement avait été jugé entièrement satisfaisant. Toutefois, son taux d'erreur dans le traitement de documents avait soulevé des inquiétudes et son travail avait été contrôlé pendant six semaines. Son taux d'erreur s'était alors rapproché de celui des autres employés, mais en dépit de cette amélioration, la gestion avait indiqué à l'employée qu'elle serait rétrogradée pour incompetence à moins qu'elle ne demande une rétrogradation volontaire. L'employée a par la suite été affectée d'une incapacité l'empêchant d'exercer ses fonctions.

La Direction de l'antidiscrimination a accueilli sa plainte étant donné qu'aucun autre employé n'avait été traité de la même façon, que les procédures normales n'avaient pas été suivies et que les motifs de la rétrogradation étaient insuffisants. Elle a bénéficié d'une réinstallation avec effet rétroactif, plein salaire et avantages sociaux jusqu'à la cessation de l'emploi. De plus, la gestion s'est engagée à lui redonner son emploi et à la réinstaller ailleurs lorsqu'elle pourrait travailler.

Dans un autre cas, une employée s'était plainte parce qu'à son avis on lui avait refusé une promotion pour des motifs de discrimination fondés sur le sexe et le niveau de classification. L'enquête a révélé que l'employée, de niveau CR-4, s'était classée première sur la liste d'admissibilité établie par suite d'un concours restreint à un poste de AS-4. Sans publier les résultats, le ministère a annulé le concours sous prétexte que les critères de présélection étaient trop restrictifs et les questions de l'entrevue, insatisfaisantes. Après avoir examiné attentivement tout le déroulement du concours, la Direction a conclu que les motifs de l'annulation du concours étaient insuffisants et que le ministère avait outrepassé sa compétence en annulant un concours après avoir établi une liste d'admissibilité valide.

La Direction n'a pas retenu la plainte pour pratique discriminatoire fondée sur le sexe, mais a convenu que la plaignante s'était vu refuser une nomination parce que le ministère ne consentait pas à ce qu'elle soit promue du niveau CR-4 au niveau AS-4. En vertu du règlement auquel on est parvenu, un droit d'appel a été accordé à tous les candidats non reçus et la plaignante a obtenu une nomination rétroactive au jour où elle aurait dû être nommée.



L'appelante a prétendu qu'en raison des politiques sur les langues officielles et des méthodes adoptées par la Commission pour évaluer l'aptitude linguistique, il lui était pratiquement impossible, ainsi qu'à d'autres employés se retrouvant dans le même cas, de devenir admissible à un cours de langue et d'être nommée à un poste pour lequel elle était par ailleurs qualifiée. Le Comité d'appel a statué que la politique sur les langues officielles ayant trait à l'évaluation de l'aptitude linguistique n'était ni déraisonnable ni injuste. Selon le Décret d'exclusion, certaines personnes peuvent être soustraites aux exigences linguistiques d'un poste et la Commission a adopté, pour appliquer ce décret, une méthode qui fonctionne de façon appropriée.

*Mazur, M.*

(82-21-AGH-4X)

Après avoir examiné l'énoncé de qualités relatif au poste à pourvoir, on a jugé que le candidat dont on proposait la nomination était la seule personne qui, dans la zone de concours, répondait aux exigences fondamentales du poste. Le ministère a donc proposé et la Commission a accepté que le candidat soit muté au poste. Celui-ci occupait alors un poste identique, mais pour une période déterminée.

Les avis de droit d'appel ont été affichés. Lorsqu'il a reçu le document d'appel de l'appelant, le ministère lui a fait subir une entrevue et a constaté qu'il ne possédait pas l'expérience voulue. L'appelant a prétendu que le ministère avait eu tort de ne pas prendre en considération ses qualités qui avaient été cotées. Il a estimé que le jury de sélection aurait dû conclure qu'il possédait une vaste expérience, étroitement liée à la nature et aux fonctions du poste en question.

S'appuyant sur des décisions de la Cour fédérale qui confirmaient le pouvoir du gestionnaire ministériel de déterminer l'expérience requise pour un poste, le comité d'appel a statué que l'expérience requise en l'occurrence et la décision du jury de sélection selon laquelle l'appelant ne répondait pas à cette exigence étaient partiellement raisonnables. L'appel a donc été rejeté.

### Jugements de la Cour fédérale

*Procureur général du Canada c. Sharpe et al*  
(138 D.L.R. (3d) p. 159)

Le comité d'appel a accueilli un appel de la mutation d'une employée à un poste semblable au sien, mais dans une autre ville, alors qu'il y avait déjà une liste d'admissibilité visant à pourvoir à ce poste. Le nom de l'employée ne figurait pas et ne pouvait figurer sur cette liste d'admissibilité. La Cour d'appel fédérale a été saisie de deux questions :

- Lorsque une liste d'admissibilité est établie afin de pourvoir à des postes, un employé dont le nom n'y figure pas peut-il être muté à un de ces postes et avoir ainsi préséance sur les personnes dont le nom y est inscrit ?
- Subsidiairement, la mutation projetée était-elle une nomination ?

La Cour a décidé que dès qu'un concours est tenu conformément à la Loi et qu'une liste d'admissibilité est établie afin de pourvoir à certains postes vacants dans un district au fur et à mesure qu'ils se présentent, la liste ne peut être ignorée en combinant un poste par une personne qui n'a pas concouru et qui ne pouvait le faire.

La Cour a donc conclu que le comité d'appel n'avait pas commis d'erreur en décidant que le poste aurait dû être offert aux personnes dont le nom figurait sur la liste, selon l'ordre du mérite. La Cour a alors jugé inutile de se prononcer sur la question de savoir si la mutation constituait une nomination.

Le comité d'appel a accueilli l'appel d'une nomination sans concours entendu aux termes de l'alinéa 21 b) de la Loi, ayant décidé que la sélection allait à l'encontre du principe du mérite puisque les qualités des autres personnes n'avaient pas été prises en considération.

Un juge de la Cour d'appel fédérale a affirmé que les exigences du principe du mérite sont toujours les mêmes. Elles ne varient pas selon la méthode de sélection choisie. Ce principe signifie qu'il faut trouver les personnes les plus aptes à remplir les différents postes de la Fonction publique.

Un autre juge était d'avis que le principe du mérite a été conçu pour faire plus que simplement assurer la nomination de personnes qualifiées. Il a pour objet de trouver les personnes les mieux qualifiées parmi celles qui sont disponibles. Il découle de l'article 21 de la Loi que dans le cas d'une sélection sans concours, les qualités du candidat doivent être comparées à celles des personnes dont les chances d'avancement seraient amoindries du fait de sa nomination. En pratique, ces personnes peuvent être identifiées avant qu'un choix ne soit fait, et si un oubli était fait à cet égard, il pourrait subseqüemment y être remédié.

La Cour a donc établi que le comité d'appel avait eu raison d'accueillir l'appel étant donné que les qualités du candidat reçu n'avaient jamais été comparées à celles des autres personnes.

### Enquêtes

Le nombre de plaintes présentées à la Direction des enquêtes en 1982 s'est accru de 5 % par rapport à 1981, soit 897 en 1982 contre 857 en 1981. Cette augmentation s'est produite malgré le fait que les employés des Postes ne sont plus régis par la Loi sur l'emploi dans la Fonction publique.

La Direction a réglé 524 cas au cours de l'année, soit 23 % de plus que l'année précédente. En 1982, 19 % des cas étaient fondés, 53 % ne l'étaient pas et 28 % ont été réglés autrement.

Plusieurs cas d'importance particulière sont résumés ci-dessous. Ils représentent un échantillon des cas soumis



## 7 Appels et enquêtes

Les appels et les enquêtes permettent au fonctionnaire et aux personnes postulant un emploi à la Fonction publique de s'assurer que les décisions concernant les nominations ont été faites conformément à la Loi sur l'emploi dans la Fonction publique et au principe du

Pour faciliter l'accès aux procédures d'appel et d'enquête, la Commission a regroupé, en 1977, toutes ses responsabilités à cet égard sous une seule direction générale, appelée Direction générale des appels et enquêtes.

Depuis sa mise sur pied, la direction générale a constaté que la nécessité de faire appel à un organisme central diminue lorsque les ministères favorisent un climat de confiance. Les candidats à la Fonction publique ne devraient pas avoir à s'adresser à un organisme distinct pour connaître les raisons pour lesquelles ils ont échoué à un concours. Conformément à la politique de la Commission, c'est aux ministères qu'il incombe de fournir aux candidats des renseignements complets sur les activités de dotation qui ont été déléguées. De la même façon, les employés qui estiment que leur droit à un traitement juste et non discriminatoire a été brimé devraient pouvoir obtenir l'examen de leurs plaintes dans leur propre ministère. Toutefois, les employés peuvent soumettre leurs appels et enquêtes, s'ils ne sont pas satisfaits de la décision de leur ministère ou si la question soulevée nécessite une révision par un organisme indépendant.

### Appels

En 1982, le nombre d'appels a diminué de 17,8 % par rapport à 1981, passant de 3 511 à 2 885. Le nombre des méthodes de sélection ayant fait l'objet d'un appel a également baissé, passant de 1 800 en 1981 à 1 644 en 1982.

Sur les 2 885 appels interjetés en 1982, 2 813 l'étaient à l'égard des méthodes de sélection en vertu de l'article 21 de la Loi et 72, à l'égard des recommandations de renvoi ou de rétrogradation en vertu de l'article 31 de la Loi. Le pourcentage des appels accueillis dans le premier cas s'est maintenu à 13,6 % en 1981 et en 1982.

Le nombre de décisions rendues par les comités d'appel cette année a diminué de 15,3 % par rapport à 1981. Il est passé de 1 655 à 1 402 et sur ce nombre 999 décisions, soit 71,3 %, ont été rendues dans les dix jours ouvrables qui ont suivi l'audition. Il a fallu par ailleurs, au Bureau du greffier, 18 jours ouvrables en moyenne après la date d'expiration du délai d'appel pour fixer la date de l'audition, comparativement à 22 jours ouvrables, en moyenne, en 1981.

Au cours des dernières années, le nombre d'appels a varié. Il est difficile d'en préciser toutes les raisons. Cependant, il est probable qu'une partie de la baisse enregistrée en 1982 soit attribuable à la politique de la

### Comités d'appel

La Commission a la responsabilité d'appliquer les critères énumérés dans la Loi sur l'emploi dans la Fonction publique en vue de l'établissement des comités d'appel. Les procédures concernant les plaintes pouvant mener à des comités d'appel ont parfois été établies alors que les circonstances ne le justifiaient pas. La Commission a donc arrêté les conditions préalables à l'établissement d'un comité d'appel :

- S'il s'agit de la nomination ou de la nomination proposée d'un fonctionnaire à la suite de la tenue d'un concours restreint, l'appel doit être interjeté par un candidat non reçu dans les délais fixés par la Commission.
- S'il s'agit de la nomination ou de la nomination proposée d'un fonctionnaire par voie de sélection sans concours, la personne qui désire faire appel doit obtenir au préalable un avis de la Commission affirmant que ses chances d'avancement ont été amoindries. L'appel doit également être interjeté dans les délais fixés par la Commission.
- Dans le cas d'un renvoi ou d'une rétrogradation, le sous-chef doit faire une recommandation à la Commission. L'emploi doit en être informé par écrit et interjeté l'appel dans les délais fixés par la Commission.

**Décisions des comités d'appel**  
On trouvera dans les paragraphes qui suivent deux résumés de décisions rendues par des comités d'appel en 1982. Le premier a trait aux politiques sur les langues officielles et le second au droit de la gestion d'établir l'expérience requise pour un poste.

#### Valentine, P.

(82-21-NH-7)

Bien qu'elle se soit classée première relativement aux autres qualités requises, l'appelante n'a pas été jugée qualifiée parce qu'elle ne répondait pas aux exigences linguistiques du poste et qu'elle n'a pu y être temporairement soustraite, aux termes du Décret d'exclusion sur les langues officielles dans la Fonction publique. Pour être soustraite aux exigences linguistiques, il lui aurait fallu démontrer son aptitude à acquérir la connaissance et l'usage du français au niveau de compétence requis dans les délais autorisés, ce qui lui aurait permis d'être admissible aux cours de langue dispensés aux frais de l'Etat. Elle n'a pu le faire.

## Études spéciales

La Direction générale de la vérification a effectué trois études spéciales en 1982. Elles portaient sur l'emploi d'étudiants pendant l'été, la Société canadienne des postes et le décret d'exclusion de 1982 concernant le soutien civil de la Défense nationale.

Selon le rapport sur les programmes d'emploi d'été pour étudiants, axés sur la carrière ou non, ces programmes sont perçus et utilisés principalement comme moyen de créer des emplois d'été. Or, les vérificateurs sont venus à la conclusion qu'en tant que tels, ils étaient inefficaces. Parmi les observations des vérificateurs, on note la nécessité d'améliorer les communications et la coordination entre les ministères, le Secrétariat du Conseil du Trésor, Emploi et Immigration Canada et la Commission. De plus, le rapport recommande l'évaluation des programmes d'emploi d'été axés sur la carrière afin de comparer leur efficacité à celle des autres programmes d'emploi d'été.

L'étude portant sur la Société canadienne des postes avait pour but de vérifier si les employés admissibles étaient au courant des droits que leur conférait la Loi sur l'emploi dans la Fonction publique et si ces droits leur étaient accordés. L'étude a permis de conclure que la Société avait informé ses employés de façon satisfaisante et qu'elle s'acquittait de ses responsabilités de façon appropriée. Par suite de cette étude, des améliorations ont été apportées à l'affichage des avis de concours et de droits d'appel.

La vérification spéciale effectuée à la Défense nationale portait sur la mise en œuvre d'un décret excluant de la Loi sur l'emploi dans la Fonction publique pour une période de cinq mois, les personnes employées par la Défense nationale dans le cadre des Programmes de formation et d'exercices—Soutien civil. La Commission considérait ce décret comme une façon de mettre à l'essai son principe d'emploi temporaire visant à donner aux gestionnaires plus de latitude dans le domaine de la dotation. Il s'agit du premier décret du genre à être promulgué.

La vérification a montré que la Défense nationale avait fait des efforts consciencieux pour appliquer le décret. Les vérificateurs ont également identifié les mesures qu'il faudrait prendre pour améliorer l'administration et prévenir les problèmes. On a conclu que les décrets d'exclusion peuvent contribuer à réduire les exigences juridiques et administratives imposées aux ministères qui doivent procéder à des nominations pour de courtes durées.

## Ce que réserve l'avenir

Conformément à son engagement de faire évoluer le principe du mérite, la Commission a mis au point un système de vérification de la gestion de la dotation dans la Fonction publique. De 1967 à 1977, les pouvoirs de dotation furent délégués de façon uniforme à tous les ministères. En 1979, la structure de la délégation était modifiée, par suite du premier cycle de vérification et examen de la dotation. En 1980, une nouvelle structure, adaptée aux besoins des ministères, était élaborée et en 1982, la Commission autorisait la réalisation aux Travaux publics d'un projet pilote qui conférerait à ce dernier un instrument de délégation distinct. C'est en tenant compte de toutes ces modifications que la Commission prévoit effectuer sa première vérification intégrée de la gestion du personnel à Pêches et Océans en 1983.

• En dépit du fait que de nombreux ministères se sont grandement améliorés sur le plan du recours aux nominations pour une période déterminée, quelques-uns continuent d'utiliser ce type de nomination de façon injustifiée. Notons à titre d'exemples, l'utilisation de stages probatoires supplémentaires, les reconductions répétées, les demandes de présentations de candidats nommément désignés et le nombre disproportionné de nominations pour une période indéterminée d'employés nommés pour une période déterminée. Ces cas ont été portés à l'attention du Secrétaire du Conseil du Trésor afin de le tenir au courant.

• Les documents de dotation sont de qualité inégale. Bien que pour la plupart des activités de dotation les énoncés de qualités soient bien rédigés, les guides de cotation et les rapports des jurys de sélection présentent généralement des lacunes, en particulier pour ce qui est des concours publics et des sélections qui ne sont pas soumises aux concours. Le perfectionnement du Programme d'accréditation des agents de dotation, la formation donnée aux gestionnaires organiques et la mise en œuvre de mécanismes de contrôle plus perfectionnés devraient apporter des améliorations.

• Les agences de personnel temporaire sont souvent utilisées à mauvais escient. Dans de nombreux cas, la période de huit semaines est dépassée sans l'autorisation du sous-ministre, les contrats sont résiliés pour des motifs artificiels, le recours aux agences est automatisé jusqu'il s'agit d'affectations de courte durée, des emplois recrutés par le biais d'agences se voient offrir des nominations pour une période déterminée et les agents de dotation n'ont aucun contrôle sur le recours aux agences de personnel temporaire. Ces irrégularités ont été portées à l'attention de la Direction de la politique administrative du Secrétaire du Conseil du Trésor (S.C.T.) qui a communiqué avec les ministères concernés.

• Les marchés de services personnels donnent souvent lieu à l'établissement de relations « employeur-employé », de sorte que le travail faisant partie des fonctions permanentes d'un ministère est effectué par des contractuels. De plus, ces marchés se traduisent souvent par des politiques, procédures et mécanismes de contrôle non appropriés. La Direction de la politique administrative du S.C.T. a également donné suite à ces irrégularités.

Bien que les deux dernières situations décrites aient des effets directs sur la dotation, elles sont du ressort du Conseil du Trésor.

La plupart des ministères ont cherché à améliorer l'efficacité de leurs activités de dotation et un nombre accru de ministères ont mis l'accent sur le contrôle et la vérification internes de la dotation. La qualité et la fréquence des communications avec les candidats dans leur première langue officielle se sont également améliorées, pour ce qui est des postes bilingues.

## Délégation des pouvoirs de dotation

Conformément à la décision de la Commission de concertation des ministères, une plus large part de responsabilités en ce qui a trait à la dotation et à la gestion des carrières, la structure de la délégation a été modifiée et les instruments de délégation sont maintenant renouvelés pour une période indéterminée. Les délais entre les vérifications et examens de la dotation varient d'un à trois ans selon la performance du ministère. Lors de son examen de la performance des ministères, le Comité consultatif de la délégation a recommandé, dans environ 55 % des cas, que la prochaine vérification n'ait lieu que dans trois ans. Toutefois, plusieurs cas justifient une intervention dans un an et un cas exige des sanctions précises entre temps.

Au moment de leur reconduction, les instruments de délégation sont adaptés aux besoins des ministères et intégrés les objectifs ministériels élaborés notamment à partir des lacunes relevées à la vérification. Les activités de dotation d'un ministère, en l'occurrence Travaux publics Canada, sont apparues si positives que la Commission a décidé de mettre à l'épreuve un instrument de délégation fait sur mesure. Cet instrument, qui constitue en soi un projet pilote, permettra au ministre d'adopter la méthode la plus souple qu'autorisent la Loi et le Règlement sur l'emploi dans la Fonction publique.

## Méthodes de vérification

L'évolution de la gestion de la dotation et du personnel dans la Fonction publique a entraîné des changements dans les méthodes de vérification. Une partie de ces modifications a trait à la préparation en vue des vérifications intégrées de la gestion du personnel. La Commission a été investie du pouvoir d'effectuer ces vérifications dans trois ententes intervenues avec le Conseil du Trésor, soit celles portant sur la vérification de la gestion du personnel, sur la vérification des marchés de services personnels et sur le programme des langues officielles dans la Fonction publique.

Comme la réduction du fardeau administratif des ministères constitue l'un des objectifs des vérifications intégrées, la Commission assurera, dans la mesure du possible, la coordination de ces activités avec celles des groupes de vérification interne des ministères. Cette coordination devrait permettre à la Direction générale de la vérification de réduire le nombre de vérifications sur place et la quantité de ressources requises.

Le Bureau du Contrôleur général (B.C.G.), a mis à jour et révisé les lignes directrices concernant la vérification. Celles-ci formeront la base d'un nouveau guide de vérification qui sera établi en 1983 à l'intention des ministères et des organismes.

Des lignes directrices concernant les vérifications intégrées de la classification, de la rémunération, des relations du travail et des langues officielles ont également été élaborées de concert avec le B.C.G. et le Secrétaire du Conseil du Trésor, qui les ont approuvées. Elles seront mises à l'essai au cours de la première vérification de la gestion du personnel qui aura lieu en 1983.



## Conçues autorisées pour fins d'activités

### 6

## Vérification

Conformément à ses responsabilités en matière de vérification de l'application du principe du mérite dans la Fonction publique, la Direction générale de la vérification (V.E.D.) ainsi que 15 postverifications, convoqué 15 fois le Comité consultatif de la délégation et effectué trois études spéciales en 1982.

### Aperçu des constatations

Bien qu'il se produise encore des situations où l'application du principe du mérite puisse être compromise, l'attitude de l'égard du programme de V.E.D. et du processus de dotation est aujourd'hui plus positive. D'ailleurs, la qualité des plans de redressement adoptés par les ministères au cours des postverifications en témoignent. Lorsque les améliorations apportées sont insuffisantes ou que la situation justifie un examen plus poussé, des conditions ou objectifs particuliers s'ajoutent aux instruments de délégation.

Quelque cette façon de procéder ait contribué à l'amélioration des méthodes de dotation, les situations décrites ci-après persistent malgré tout.

- Un ensemble trop restreint d'outils et de techniques de sélection est généralement utilisé. De nombreux ministères se servent rarement des approches de rendement, de la vérification des références ou de méthodes autres que les entrevues de sélection. Afin de remédier à la situation, les instruments de délégation mentionnent un éventail plus vaste d'outils et de techniques de sélection.

- Il y a manque d'uniformité dans l'application de la rémunération provisoire et des nominations intérieures. Même s'il y a eu amélioration depuis la modification de l'article 25 du Règlement sur l'emploi dans la Fonction publique et la publication d'un bulletin sur les nominations intérieures, on constate encore des lacunes en ce qui concerne la rémunération provisoire et les nominations intérieures rétroactives, les délais d'appel et les interruptions injustifiées de la rémunération provisoire. La Direction générale des programmes de dotation prévoit améliorer la situation en exécutant un contrôle plus grand et en donnant des explications plus détaillées sur l'utilisation appropriée de cet outil.

- Les programmes d'égalité d'accès à l'emploi sont plus ou moins efficaces selon le ministère, bien que la plupart d'entre eux aient maintenant un tel programme et que la présence des autochtones, des femmes et des handicapés se soit accrue. Les programmes qui connaissent le plus de succès sont caractérisés par des plans précis complètement intégrés à la planification générale des ressources humaines, une mise en évidence poussée, une sensibilisation et un engagement à tous les niveaux.

En vertu des dispositions de l'article 32 de la Loi sur politiques  
l'emploi dans la Fonction publique, tout fonctionnaire désireux de se porter candidat à des élections fédérales, provinciales ou territoriales doit présenter à la Commission de la Fonction publique une demande de congé sans traitement. Ayant sollicité l'avis du sous-chef, la Commission accordera le congé si elle « est d'avis que, par rapport à la Fonction publique, l'efficacité de l'emploi dans le poste qu'il occupe alors n'aura pas à souffrir du fait qu'il aura été candidat à une élection... »

En 1982, la Commission a été saisie de cinq demandes de congé en vertu de l'article 32 de la Loi, toutes en provenance de fonctionnaires désireux de se porter candidats à des élections provinciales ou territoriales. Quatre ont été agréées. Une provenait d'un fonctionnaire des Affaires indiennes et du Nord canadien, une autre d'un fonctionnaire d'Agriculture Canada et deux de fonctionnaires d'Emploi et Immigration Canada.

## Révocations de nominations

La Loi prévoit la révocation de nominations dans trois circonstances :

- en vertu de l'article 6, lorsque la nomination est faite en violation d'une délégation de pouvoirs et que la Commission estime que la personne nommée ne possède pas les qualités requises pour exercer les fonctions du poste ou lorsque la nomination contrevient aux conditions visées par la délégation. Cependant, la Commission ne peut révoquer une nomination faite au sein de la Fonction publique que sur la recommandation à cet effet d'un comité d'enquête;

- en vertu de l'article 21, lorsqu'un appel interjeté au sujet d'une nomination est accueilli;

- en vertu de l'article 41, lorsqu'il ressort d'une enquête qu'un fonctionnaire a été mêlé à des pratiques frauduleuses.

En 1982, treize nominations ont été révoquées par la Commission. Deux d'entre elles l'ont été en vertu de l'article 6, dont une concernait une personne qui ne faisait pas partie de la Fonction publique. Neuf nominations faites à la suite de concours restreints ont été révoquées en vertu de l'article 21. Deux nominations ont été révoquées en vertu de l'article 41.



# Exclusions particulières (suite)

Numéro du décret du	Conseil privé	Durée du décret	Nom	Titre
1930		1982-09-02 à 1983-09-02	Alban Garon	Sous-ministre associé de la Justice
2070		1982-05-28 à 1982-10-31	Sydney Williams	Conseiller aux audiences publiques du Conseil national de commercialisation des produits agricoles
2224		1982-07-22 à 1982-12-31	Louis Applebaum	Coprésident du Comité d'étude de la politique culturelle fédérale
2226		1982-07-22 à 1982-12-31	Jacques Hébert	Coprésident du Comité d'étude de la politique culturelle fédérale
2452		1982-09-01 à 1983-09-01	Thomas D'Arcy Finn	Chef du Groupe de la planification des mesures transitoires en vue de l'établissement d'une agence de sécurité et de renseignements
2518		1982-08-19 à 1982-09-01	F.E. Gibson	Chef du Groupe de la planification des mesures transitoires en vue de l'établissement d'une agence de sécurité et de renseignements
2519		1982-08-07 à 1983-08-07	Paul Labbé	Directeur de l'Office canadien pour un renouveau industriel
3268		1982-11-01 à 1983-03-01	C.R. Nixon	Conseiller spécial auprès du sous-ministre de la Défense nationale
3561		1982-10-01 à 1983-10-01	Donald D. Tansley	Conseiller spécial auprès du sous-ministre des Pêches et Océans

## Exclusions particulières

La Commission a de plus soustrait 22 personnes aux dispositions de la Loi afin de les nommer à des postes de la Fonction publique pour une durée limitée, telle qu'indiquée au décret d'exclusion pertinent. Un décret d'exclusion est abrogé automatiquement à la suite de la nomination de l'intéressé à un autre poste, qu'il relève ou non de la Loi.

Numéro du décret du Conseil privé	Durée du décret	Nom	Titre
20	1982-01-12 à 1983-01-12	de Montigny Marchand	Sous-ministre de la politique étrangère aux Affaires extérieures
22	1982-01-12 à 1983-01-12	Robert Johnstone	Sous-ministre du commerce international et coordinateur des relations économiques internationales
25	1982-02-08 à 1983-02-08	Gérard Veilleux	Secrétaire associé du département d'Etat au Développement économique
27	1982-01-12 à 1983-01-12	Gordon Ritchie	Sous-ministre associé de l'Industrie et du Commerce et de l'Expansion économique régionale
212	1982-01-25 à 1983-01-25	René Chartier	Secrétaire de presse du gouverneur général
747	1982-02-08 à 1982-06-30	Clay Gilson	Représentant fédéral en matière de capacité ferroviaire dans l'Ouest
943	1982-03-25	Peter Riben	Chef de la lutte contre l'infection (poste bilingue) à Santé et Bien-être social
1144	1982-05-01 à 1982-09-01 1982-09-01 à 1982-10-01 1982-10-01 à 1982-12-01	John Edwards	Conseiller spécial auprès du Bureau du Conseil privé
1360	1982-05-06 à 1983-05-01	Patrick Reid	Commissaire général de Transpo '86
1494	1982-05-13 à 1983-08-11	Thomas McLeod	Conseiller spécial auprès du ministre des Finances
1496	1982-02-26 à 1983-04-20	Bernard Drabble	Sous-ministre associé des Finances
1498	1982-05-10 à 1983-05-10	Douglas Love	Coordonnateur fédéral du développement économique
1500	1982-04-30 à 1983-04-30	Bruce Rawson	Coordonnateur fédéral du développement économique

- Décrets du Conseil privé n° 2 11, n° 268 1 et n° 3972 en vigueur à compter du 21 janvier 1982, du 3 septembre 1982 et du 23 décembre 1982 respectivement
- La Commission a exclu de l'application de l'alinéa 21 b) (appels) de la Loi, 426 fonctionnaires nommés pour une période déterminée et comptant cinq années de service continu afin de les nommer sans concours pour une période indéterminée à des postes de même niveau, de même groupe et de même catégorie. Similairement, les postes de leur nouvelle nomination ont été soustraits à l'application des paragraphes 29(3), 30(1) et (2), et 37(3) et (4) affectant les bénéficiaires de priorité.
- Décret du Conseil privé n° 94 1 en vigueur à compter du 25 mars 1982
- Dans le but de faciliter les nominations nécessaires à la réorganisation d'Industrie et Commerce, d'Expansion économique régionale et du département d'Etat au Développement économique, la Commission a soustrait de l'application des articles 29, 30, et 37 de la Loi tous les postes de ces deux ministères et de ce département d'Etat pour une période de deux ans. En outre, a été exclu de l'application de l'article 21 (appels) de la Loi, tout employé de ces ministères ou de ce département qui est nommé à un poste dans ces mêmes ministères ou département pour lequel le maximum de l'échelle de traitement n'exécède pas celui qu'il occupait avant cette nomination.
- Décret du Conseil privé n° 942 en vigueur à compter du 25 mars 1982
- La Commission a exclu de l'application de la Loi tous les postes et les employés du personnel des fonds non publics des Forces canadiennes, soit les associations économiques des bases militaires, des associations récréatives et des mess.
- Décret du Conseil privé n° 10 15 en vigueur à compter du 1<sup>er</sup> avril 1982
- La Commission a exclu de l'application de la Loi toutes les personnes employées pour une période déterminée de cinq mois ou moins au cours de la période commençant le 1<sup>er</sup> avril 1982 et se terminant le 30 septembre 1982, dans le cadre des Programmes de formation et d'exercices—Soutien civil de la Défense nationale.

• Décret du Conseil privé n° 3974 en vigueur à compter du 23 décembre 1982

La Commission a exclu de l'application de la Loi toutes les personnes employées pour une période déterminée d'au plus cinq mois, au cours de la période commençant le 1<sup>er</sup> janvier 1983 et se terminant le 31 décembre 1983, dans le cadre des Programmes de formation et d'exercices—Soutien civil de la Défense nationale.

• Décret du Conseil privé n° 3973 en vigueur à compter du 23 décembre 1982

La Commission a exclu pour deux ans de l'application du paragraphe 12(2) de la Loi (distinction injuste fondée sur le sexe), 20 postes du groupe Services correctionnels (agents d'unités résidentielles) de la catégorie de l'exploitation au sein de Service correctionnel Canada afin de mettre sur pied un programme spécial destiné à diminuer les préjudices que subissent les femmes quant à leur emploi comme agentes correctionnelles.

• Décret du Conseil privé n° 2897 en vigueur à compter du 22 septembre 1982

La Commission a exclu de l'application des articles 29, 30 et 37 de la Loi, pour une période de deux ans, certains postes d'Affaires extérieures Canada auxquels sont nommés des employés d'Expansion économique régionale et d'Industrie et Commerce. Elle a aussi exclu de l'application de l'article 21 (appels) de la Loi, tout employé d'Expansion économique régionale ou d'Affaires extérieures Canada pour lequel le maximum de l'échelle de traitement n'exécède pas celui du poste qu'il occupait avant sa nomination.

En 1982, deux modifications ont été apportées aux modalités de délégation comme l'indique la liste C. Des pouvoirs accrus ont été accordés aux ministères des Transports et de l'Agriculture pour les aider à régler certains problèmes de recrutement dans différents groupes. Il est à noter cependant que Transports Canada ne peut exercer ces pouvoirs que dans certaines régions. Le seul instrument spécial de délégation mis en vigueur fait l'objet de la liste D. L'Office de répartition des approvisionnements d'énergie a été autorisé à faire des nominations sans concours pour une période déterminée pour tous les groupes et niveaux, mais il ne peut exercer ces pouvoirs qu'en situation d'urgence nationale déclarée.

**Liste C**

**délégation de pouvoirs**

Transports :  
pouvoir de recruter des employés de divers groupes et niveaux pour des postes particuliers situés dans des endroits précis  
1982-02-01

Nota : Le paragraphe 6(1) de la Loi sur l'emploi dans la Fonction publique prévoit la délégation aux sous-chefs des pouvoirs de dotation, sous réserve des conditions fixées par la Commission.

**Liste D**

**délégation de pouvoirs**

**spéciaux**

Office de répartition des approvisionnements d'énergie :  
pouvoir limité de faire des nominations sans concours pour des postes déterminés; pouvoir ne pouvant être exercé qu'en situation d'urgence nationale déclarée

Nota : Le paragraphe 6(1) de la Loi sur l'emploi dans la Fonction publique prévoit la délégation aux sous-chefs des pouvoirs de dotation, sous réserve des conditions fixées par la Commission.

- Au cours de l'année, la Commission a continué à conseiller Travaux publics Canada dans l'élaboration de conditions régissant la délégation afin d'adapter celle-ci aux besoins particuliers du ministère. Les activités de dotation ont été examinées avec soin, des modifications ont été apportées et des politiques élaborées à l'appui. La Commission a approuvé en principe d'importantes initiatives affectant les politiques de dotation :
  - la subdélégation des pouvoirs de dotation aux gestionnaires axiaux qui deviennent imputables de leurs décisions dans ce domaine;
  - la mise sur pied d'un système visant à informer les employés sur les postes vacants à court et à long terme afin de mieux les aider à établir leur plan de carrière;
  - une plus grande souplesse dans la détermination des zones de concours à partir de critères précis tels que l'expérience passée dans la dotation de postes semblables et la participation des groupes sous-représentés;
  - l'établissement de relations contractuelles avec la Commission dans le but d'améliorer l'efficacité et l'efficacité du recrutement externe;
  - un projet pilote en collaboration avec le Centre de psychologie du personnel de la Commission afin de trouver le moyen d'évaluer les candidats au regard des exigences fondamentales pour ne retenir que les plus qualifiés.
  - Elle a aussi donné son accord à un décret d'exclusion pour l'emploi de personnel temporaire. Travaux publics Canada continue à mettre au point des politiques afin d'assumer des pouvoirs de dotation supplémentaires. Lorsque le cadre stratégique sera en place, les nouvelles dispositions touchant à la délégation entreront en vigueur.
- Exclusions de la Loi sur l'emploi dans la Fonction publique**
- Exclusions générales**
- L'article 39 de la Loi autorise la Commission de la Fonction publique à soustraire aux dispositions de la Loi toute personne, tout poste ou toute classe de personnes ou de postes si cela correspond aux meilleurs intérêts de la Fonction publique et s'il n'est pas praticable d'appliquer la Loi ou l'une de ses dispositions. Toute décision en ce sens, comme son annulation, doit être approuvée par le gouverneur en conseil. Voici les exclusions décrites en vertu de l'article susmentionné.
- Décret du Conseil privé n° 125 en vigueur à compter du 14 janvier 1982
  - La Commission a exclu de l'application des articles 10 (mère) et 21 (appels) de la Loi certains employés d'Affaires extérieures Canada au sein de la catégorie du soutien administratif ou de la catégorie de l'exploitation appelés à remplir temporairement les fonctions d'un poste de permurant dont le maximum de l'échelle de traitement est supérieur à celui du poste qu'ils occupent.



5 Activités particulières

Délégation des pouvoirs de dotation

En 1982, cinq sous-chefs acceptaient des pouvoirs délégués de dotation pour les niveaux supérieurs des catégories suivantes : scientifiques et spécialistes, administration et service extérieur, et techniciens. De tels pouvoirs avaient été offerts à la plupart des sous-chefs en décembre 1981 dans le cadre d'un projet de révision globale de la délégation, mais certains avaient choisi de reporter leur décision de quelques mois. La liste A indique les dates où les nouveaux pouvoirs ont pris effet dans les ministères concernés.

Liste A

Délégation des pouvoirs de dotation pour les niveaux supérieurs

Industrie et Commerce	1982-02-23	1982-04-01	Santé nationale et Bien-être social
Emploi et Immigration	1982-03-01	1982-05-17	Conseil canadien des relations du travail
Commission de la Fonction publique	1982-04-01		

Nota : Le paragraphe 6(1) de la Loi sur l'emploi dans la Fonction publique prévoit la délégation aux sous-chefs des pouvoirs de dotation, sous réserve des conditions fixées par la Commission.

Délégation en vertu de la nouvelle structure

Liste B

Affaires indiennes et du Nord canadien :	prolongation des pouvoirs de recrutement des enseignants aux niveaux élémentaire et secondaire et de leurs assistants, moyen-nant des dispositions spéciales pour le recrutement de suppléants pour des périodes déterminées	1982-02-01	Cour fédérale	1982-02-01	Cour du Trésor (Bureau du Contrôleur général)	1982-02-18	1982-02-18	Finances	1982-02-18	Service correctionnel du Canada :	maintien du pouvoir de recruter des gardiens et des aumôniers, pouvoir limité de nommer des gardiens à un niveau plus élevé lorsqu'ils passent d'un établissement à sécurité moyenne à un établissement à sécurité maximale, et disposition particulière en vue de détacher si certaines nominations à des postes reclassifiés, qui devaient auparavant être soumises à l'approbation de la Commission peuvent être faites sans concours	1982-12-31	
Consommation et Corporations :	dispositions particulières pour le recrutement d'examineurs de brevets et de certains inspecteurs techniques	1982-08-16	Bureau du Directeur général des élections :	maintien de la limitation des pouvoirs aux nominations pour une période déterminée de moins de six mois	1982-09-07	Commission canadienne des transports	1982-09-20	Environnement :	maintien du pouvoir de recruter pour le groupe de la météorologie	1982-10-01	Service correctionnel du Canada :	maintien du pouvoir de recruter des gardiens et des aumôniers, pouvoir limité de nommer des gardiens à un niveau plus élevé lorsqu'ils passent d'un établissement à sécurité moyenne à un établissement à sécurité maximale, et disposition particulière en vue de détacher si certaines nominations à des postes reclassifiés, qui devaient auparavant être soumises à l'approbation de la Commission peuvent être faites sans concours	1982-12-31
Conseil du Trésor	Conseil du Trésor	1982-02-18	Conseil canadien des relations du travail	1982-04-01	Office national de l'énergie	1982-04-26	Cour suprême	1982-08-09					

Nota : Le paragraphe 6(1) de la Loi sur l'emploi dans la Fonction publique prévoit la délégation aux sous-chefs des pouvoirs de dotation, sous réserve des conditions fixées par la Commission.

### Programme d'emploi des Noirs

Le Programme d'emploi des Noirs a été établi en 1973 pour contre la sous-représentation des Noirs de la Nouvelle-Ecosse dans la Fonction publique. En 1982, la Commission n'a cessé d'inviter les ministères œuvrant dans cette province à appuyer le programme.

Le nombre de Noirs inscrits au répertoire des candidats de la région de l'Atlantique de la Commission s'établit à 70 en 1982 ou 2,5 % de tous les candidats répertoriés, comparativement à 103 ou 1,0 % à la fin de 1981.

En 1982, les Noirs comptaient pour 5,2 % de tous les postulants à un emploi au sein de la catégorie de

l'administration et du service extérieur dans la région de l'Atlantique, comparativement à 1,7 % en 1981. La proportion de ceux qui ont sollicité un poste de la catégorie des techniciens est passée de 0,4 % l'année dernière à 0,8 % cette année. En outre, le nombre de candidats à des postes de niveau d'agents présentés aux ministères et organismes œuvrant en Nouvelle-Ecosse est passé de 18 en 1981 à 35 en 1982. Le nombre de Noirs nommés à des postes de la Fonction publique en Nouvelle-Ecosse a été de 175 cette année (voir le tableau IV), comparativement à 170 en 1981.

**Tableau IV**

### Nombre de Noirs nommés à la Fonction publique en Nouvelle-Ecosse selon la catégorie professionnelle, 1977 à 1982

Catégorie professionnelle	1977 à 1980	1981	1982	Total
Gestion	0	0	0	0
Scientifiques et spécialistes	3	0	0	3
Administration et service extérieur	12	3	4	19
Techniciens	1	1	1	3
Soutien administratif	76	80	90	246
Exploitation	158	86	80	324
<b>Total</b>	<b>250</b>	<b>170</b>	<b>175</b>	<b>595</b>

En 1982, 464 handicapés ont été nommés à la Fonction publique comparativement à 547 en 1981 (voir le tableau III). Cette diminution témoigne de la baisse générale des nominations à la Fonction publique. Le nombre de demandes d'emploi provenant de handicapés versées au répertoire de postulants de la Commission s'est accru de 15,3 % cette année, grimpant de 790 en décembre 1981 à 911 en décembre 1982 (voir le tableau II).

Tableau III

**Nombre de nominations de handicapés à la Fonction publique, selon le niveau, la modalité d'emploi et le lieu de travail, 1982**

Modalité d'emploi	Lieu de travail
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Niveau	Période	Région	Autres Total		
			de la	capitale	nationale
minee*	déter-	minee*	Total	45	103

Agents	58	45	103	61	42	103
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Personnel	268	93	361	221	140	361
de soutien						

Total	326	138	464	282	182	464
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\* Comprend les nominations pour moins de six mois.

Participation des handicapés

La Commission a poursuivi son travail de dépistage et d'élimination des obstacles à l'emploi des handicapés dans la Fonction publique. Tous ses locaux et ses services leur sont maintenant accessibles, et elle continue d'améliorer ses installations.

Au cours de l'année, le Secrétariat du Conseil du Trésor et la Commission ont dirigé conjointement un programme visant à sensibiliser davantage les cadres de direction et de gestion aux besoins des handicapés. Pour ce faire, des séances d'information ont été offertes aux sous-chefs et aux cadres de direction de 36 ministères dans la Région de la capitale nationale, les autres régions ont également été visitées. En outre, des ateliers ont été organisés à l'intention des coordonnateurs ministériels de l'égalité d'accès à l'emploi et des chefs de la dotation.

Les coordonnateurs du Programme des services aux handicapés de la Commission ont poursuivi leurs efforts afin que les handicapés aient accès aux emplois publics de tous les niveaux. Les candidats handicapés et les d'exemples, signalons le recrutement de personnes handicapées qualifiées aux fins d'inscription dans les répertoires de postulants (voir le tableau II), la rédaction d'annonces visant spécialement à attirer des postulants handicapés, la présentation de candidats pour des postes vacants dans les ministères, et la prestation de conseils aux jurys de sélection des ministères concernant la façon de recevoir des handicapés en entrevue. Des progrès ont également été enregistrés aux chapitres de l'élaboration de nouvelles méthodes d'examen de leurs qualités et de la solution des problèmes que présente pour eux l'étude de la langue seconde.

Tableau II

**Nombre de demandes d'emploi des handicapés inscrits aux répertoires régionaux selon le secteur professionnel et le diplôme obtenu, 1982**

Diplôme					
Secteur	Collégial/Univer-	Cégep*	sitaire	Total	
professionnel	Secondaire				
Administration	160	164	298	622	
Techniques	37	71	42	150	
Sciences	21	20	98	139	
Total	218	255	438	911	

\* Comprend les étudiants qui préparent un diplôme universitaire.

Notons enfin qu'il existe un service d'orientation et de présentation des autochtones dans tous les bureaux de la Commission au pays. Les services offerts vont de l'aide à la rédaction de curriculum vitae à la préparation aux entretiens d'emploi.

#### Programme Carrières Grand Nord

Mis sur pied en 1974, ce programme a pour mission d'assurer la formation et le perfectionnement professionnel des autochtones habitant dans le Grand Nord, afin d'accroître leur nombre dans les rangs des cadres intermédiaires ou supérieurs. Au moment de sa mise sur pied, il était financé par Affaires indiennes et du Nord Canada et administré par la Commission. Toutefois, depuis avril 1982, cette dernière en assume également la responsabilité financière.

Un comité d'évaluation réunissant entre autres des représentants d'associations d'autochtones du Nord et de l'Inuit Tapirisat du Canada a procédé en 1981 à une évaluation du programme Carrières Grand Nord. Le comité a recommandé expressément que le programme soit poursuivi et coordonné par le Conseil mixte, que le nombre de ses personnes-années soit porté à 150 sur une période de deux ou trois ans et qu'une région de l'Arctique de l'Est vienne s'ajouter à celles du Yukon et des Territoires du Nord-Ouest. Le Conseil mixte est composé de représentants de la Commission, du Conseil du Trésor et des cinq associations nationales d'autochtones.

Le programme assure actuellement la formation de 58 autochtones en vue de leur accession à des postes de représentants de la Commission, du Conseil du Trésor et de l'Inuit Tapirisat du Canada. Au total, depuis l'instauration du programme, c'est plus de 300 autochtones du Nord qui y ont pris part. Comme l'a mentionné le comité d'évaluation, le programme Grand Nord demeure l'outil le plus efficace dont dispose le gouvernement pour assurer la réalisation de sa politique de participation des autochtones dans le Nord.

#### Programme national de perfectionnement des autochtones

Étant donné le succès du programme Carrières Grand Nord, le Conseil mixte a recommandé au Cabinet qu'un programme analogue soit mis en place pour l'ensemble du pays. La mise en œuvre du Programme national de perfectionnement des autochtones a donc été approuvée en principe en 1981, bien que les crédits nécessaires n'aient pas été consentis immédiatement. Cependant, des progrès significatifs ont été réalisés en 1982 en vue de l'instauration du programme.

stable, elle est passée de 30,1 % en 1981 à 32,5 % en 1982 dans la catégorie de l'administration et du service extérieur. Enfin, la proportion de femmes dans les catégories d'agents est passée de 23,1 % en 1981 à 24,4 % en 1982.

L'O.P.F. a contribué à la participation des femmes en tenant la population au fait des questions traitant de la femme et de l'emploi. Il a offert des cours de formation et des séances d'information dans les ministères, organisé des cours de dotation pour aider les coordonnateurs ministériels des Programmes d'égalité d'accès à s'acquitter de leurs fonctions, poursuivi son dynamique programme national d'information et fait des recherches sur l'emploi dans la Fonction publique fédérale. L'O.P.F. a en outre produit une trousse d'information sur la Fonction publique à l'intention de celles qui désirent devenir fonctionnaires.

#### Programmes de la participation indigène

En 1982, la Commission a réorganisé les éléments de ses programmes qui visent directement à accroître le taux de participation des autochtones dans la Fonction publique, en vue d'en améliorer l'efficacité. C'est ainsi qu'à vu le jour une nouvelle organisation appelée Programmes de la participation indigène. Il combine les services de l'élaboration des politiques et des programmes du Bureau de recrutement d'autochtones aux services de perfectionnement prévus à la fois par le programme Carrières Grand Nord et le Programme national de perfectionnement des autochtones, dont la mise sur pied a été proposée récemment.

#### Bureau de recrutement d'autochtones

Étant donné que le succès des programmes d'égalité d'accès à l'emploi incombe principalement aux gestionnaires, le Bureau de recrutement d'autochtones (B.R.A.) a surtout fait porter ses efforts en 1982 sur l'accroissement de la sensibilisation de ces derniers à la politique gouvernementale concernant la participation des autochtones à la Fonction publique. Ainsi, le B.R.A. a participé à des ateliers visant à assurer que les agents de dotation connaissent la politique afin de mieux conseiller les gestionnaires de leurs ministères. Il a également organisé des séances d'information regroupant dans certains cas les représentants d'une vingtaine de ministères, afin de donner aux coordonnateurs ministériels la chance de faire valoir leurs préoccupations et de discuter des problèmes des groupes sous-représentés.

Les coordonnateurs du recrutement d'autochtones ont également organisé des journées d'orientation dans les diverses régions du pays, afin d'informer les étudiants autochtones des perspectives de carrière dans la Fonction publique et pour s'assurer que les autochtones, autant que les gestionnaires, sont au courant de la politique gouvernementale concernant la participation des autochtones. Les organisations autochtones ont en outre été consultées régulièrement sur l'élaboration de la politique de façon qu'elle réponde à la fois aux besoins des autochtones et à ceux du gouvernement.



Le nombre de bénéficiaires de priorités qui ont reçu une nouvelle nomination cette année a été de 1 150, ce qui représente une augmentation de 176 par rapport à 1981. Depuis sa mise sur pied en 1978, le régime a aidé près de 5 600 fonctionnaires à se trouver un autre emploi.

En 1982, 134 236 numéros d'autorisation ont été délivrés aux ministères, ce qui représente une diminution de 31 420 par rapport aux 165 656 numéros délivrés en 1981. Dans un peu plus de 94 % des cas, ces numéros ont pu être accordés dans un délai de deux jours suivant la réception de la demande par la Commission ce qui constitue une amélioration de 4 % par rapport à 1981, année où 90 % des numéros avaient été délivrés dans ce même délai.

Le principe du mérite assure l'accessibilité de la Fonction publique à tous les éléments de la société canadienne. Depuis 1974, la Commission a réalisé des programmes spéciaux visant à promouvoir la participation des autochtones, des femmes et des handicapés à tous les groupes et niveaux de la Fonction publique. Ils ont pour but de permettre à la Fonction publique de refléter, dans un laps de temps raisonnable, la proportion de Canadiens qualifiés et intéressés faisant partie de ces groupes. Ces programmes n'entrent en conflit ni avec la *Charte canadienne des droits et libertés* ni avec la *Loi sur l'emploi dans la Fonction publique*.

Les mesures prévues par les programmes spéciaux visent à offrir les mêmes possibilités d'emploi à tous les Canadiens en portant une attention particulière aux membres des groupes cibles. Ces mesures ne débouchent pas sur une discrimination à rebours et ne nécessitent pas l'imposition de contingents. Au contraire, elles permettent de veiller à ce que les nominations de candidats qualifiés, membres ou non de la Fonction publique, soient fondées sur le mérite, conformément aux processus spécialement conçus pour assurer une évaluation objective des capacités et compétences des candidats. C'est pourquoi la Commission croit que le principe du mérite, fondement de la dotation en personnel dans la Fonction publique depuis plus de sept décennies, est renforcé par les programmes d'égalité d'accès et les initiatives spéciales en vue de promouvoir la participation des groupes sous-représentés.

De l'avis de la Commission, le succès des programmes d'égalité d'accès repose sur la qualité des décisions prises par les gestionnaires ministériels. Etant donné que les sous-chefs sont maintenant investis des pouvoirs complets de dotation pour toutes les catégories, sauf pour la catégorie de la gestion, ce sont les gestionnaires qui, en dernière analyse, exécutent ces programmes.

**Participation des femmes**

Au cours de l'année, la Commission a continué de promouvoir la participation des femmes à la Fonction publique par l'entremise de son Office de la promotion de la femme (O.P.F.), dont la mission est de veiller à ce que les femmes aient accès, au même titre que les hommes, à toutes les catégories d'emploi dans la Fonction publique et qu'elles puissent bénéficier des mêmes possibilités d'avancement. L'Office fournit aide et documentation aux ministères et organismes, aux groupes que la question des possibilités d'emploi offertes aux femmes intéresse ainsi qu'aux particuliers.

En 1982, la proportion des femmes dans la Fonction publique a continué de progresser, atteignant 40,4 %, contre 39,3 % en 1981. Le nombre réel de femmes fonctionnaires est passé de 84 801 l'année dernière à 89 922 cette année, soit une augmentation de 6,0 %. En 1982, 45,1 % des personnes recrutées à la Fonction publique étaient des femmes tout comme l'étaient 54,3 % des fonctionnaires ayant obtenu une nouvelle nomination. Par ailleurs, tandis que la proportion de femmes dans la catégorie du soutien administratif est demeurée assez

des femmes. C'est dans les domaines des sciences pures et appliquées, de l'informatique et du service extérieur que l'on a constaté les augmentations les plus fortes.

La Commission a délégué des pouvoirs de dotation à certains ministères pour qu'ils pourvoient eux-mêmes à des postes de certains groupes professionnels. Ces ministères sont le Secrétariat d'Etat, le ministère de la Justice, Agriculture, le Département des assurances, Environnement, la Défense nationale, les Affaires des anciens combattants et Santé et Bien-être social. Ils ont recruté 166 diplômés sur les 909 mentionnés ci-dessus et les ont nommés à des postes dans les domaines suivants : traduction, droit, agriculture, médecine vétérinaire, actuarial, météorologie, et sciences de la défense.

Le nombre de demandes d'emploi provenant de diplômés de collèges communautaires et de cégeps est passé de 1 855 en 1981 à 3 515 en 1982, soit une augmentation de 89,5 %. Le nombre de nominations de diplômés de ces établissements d'enseignement a également connu une hausse considérable de 46,7 %. Sur les 330 diplômés nommés à la Fonction publique, 12,1 % étaient francophones et 29,1 % étaient des femmes. La plupart de ces nominations ont été faites à des postes situés dans les provinces de l'Ouest.

Le taux de chômage élevé chez les personnes de 18 à 25 ans explique l'augmentation de 56,3 % du nombre de demandes d'emploi reçues cette année dans le cadre des Programmes d'emplois d'été axés sur la carrière (P.E.E.A.C.). Le nombre de demandes d'emploi présentées par des étudiants du niveau postsecondaire qui désiraient un emploi a atteint 43 906 au cours de l'année, comparativement à 28 092 pour 1981.

Sur les 3 792 étudiants qui ont été recrutés en 1982 dans des emplois axés sur la carrière, 2 727 ont été engagés par les ministères dans le cadre d'Ete Canada - Programme d'emploi pour étudiants, grâce à des crédits spéciaux. Le nombre d'étudiants embauchés au cours de l'année dans des emplois axés sur la carrière a connu une augmentation de 27,8 % par rapport à 1981. Cette année-là, 2 966 avaient pu obtenir un emploi. Sur les personnes nommées en 1982 dans le cadre du P.E.E.A.C., 26,1 % étaient francophones et 44,2 % étaient des femmes. Le Programme d'été pour étudiants - agents des douanes, qui fait partie du P.E.E.A.C., a permis à Revenu Canada (Douanes et Accise) de recruter 381 étudiants, dont 18,9 % de francophones et 58,3 % de femmes.

En 1982, la Fonction publique a été le principal employeur au Canada d'étudiants inscrits à des programmes d'enseignement coopératif. Les ministères et organismes fédéraux ont accueilli 1 127 étudiants à l'intérieur du programme d'enseignement coopératif, ce qui représente une augmentation de 26,1 % par rapport aux 894 recrutés en 1981.

**Programme des stagiaires en administration**  
En 1980, les pouvoirs de dotation ont été délégués aux ministères pour la sélection et la nomination de leurs stagiaires en administration (AT). Le nombre de stagiaires nommés cette année a été de 183, comparativement à 217 en 1981 et 114 en 1980.

**Régime d'autorisation en matière de priorités**  
A la fin de l'année, 2 622 personnes bénéficiaient d'une priorité au titre du Régime d'autorisation en matière de priorités, comparativement à 1 490 à la fin de 1981 (voir tableau I). Cette augmentation de 76,0 % est attribuable principalement à deux facteurs : la privatisation et l'expansion du régime de manière à ce qu'une priorité soit accordée aux employés excédentaires ou mis en disponibilité qui ont accepté un poste de niveau inférieur et aux employés dont le conjoint a dû se réinstaller.

Tableau I

Nombre d'employés ayant droit à un statut prioritaire selon la raison, 1982

Raison	Non exercé	Exercé	Total	
Personnel de ministre	0	0	0	0
Congés : retour/remplacement	377	50	427	427
Employés en disponibilité	206	49	255	255
• réorganisation	86	158	244	244
• privatisation	28	15	43	43
Employés excédentaires	306	87	393	393
• réorganisation	90	623	713	713
• privatisation	242	64	306	306
Formation linguistique non réussie	17	2	19	19
Réintégration	62	8	70	70
Réinstallation du conjoint	134	18	152	152
Total	1 548	1 074	2 622	2 622

Sur les 183 qui ont été nommés, 120 ont été recrutés dans leur sorte de l'université. Sur ce nombre, 54 ou 45 % étaient francophones ; le chiffre et le pourcentage sont identiques pour les femmes. Quant aux 63 autres AT qui avaient été recrutés dans le cadre de concours ministériels, 33 ou 52,4 % étaient francophones et 47 ou 74,6 % étaient des femmes.

## Langues officielles

En janvier 1982, le Conseil du Trésor et la Commission décidèrent conjointement des mesures à prendre pour améliorer la qualité linguistique des services au public et de la supervision des employés. Ces mesures s'inscrivent dans le cadre des efforts conjoints que déploie la Commission pour améliorer les compétences des fonctionnaires dans les deux langues officielles. C'est en octobre 1981 que la Commission a entrepris cet effort après qu'un des modifications eurent été apportées aux politiques de la Fonction publique sur les langues officielles.

Ces mesures se caractérisent principalement par l'accroissement des exigences linguistiques pour tous les postes bilingues dont le titulaire est appelé à avoir des rapports directs avec le public ou à superviser des employés dans les langues officielles. Toutefois, les ministères et organismes peuvent demander à la Commission l'autorisation d'exiger des compétences linguistiques de niveau inférieur pour les postes dont les fonctions le justifient, notamment certains postes des catégories du soutien administratif et de l'exploitation. Seules les personnes nouvellement nommées à ces postes sont soumises à ces exigences.

La Loi sur l'emploi dans la Fonction publique stipule que les fonctionnaires doivent connaître soit l'anglais, soit le français, ou les deux langues officielles selon les exigences de leur poste et être capables d'utiliser ces langues. Cependant, en se fondant sur la résolution parlementaire sur les langues officielles de 1973, la Commission a interrompu l'application de certaines dispositions de la Loi de manière à permettre la nomination à des postes bilingues de personnes unilingues qui suivraient des cours dans la seconde langue officielle.

Comme elle l'a signalé dans son rapport annuel de l'an dernier, la Commission estime que ces mesures spéciales ont eu les résultats escomptés. Les statistiques de 1982 sur les nominations révèlent une augmentation considérable du nombre de nominations « impératives ». En 1981, ces nominations représentaient 17,1 % des nominations pour une période indéterminée à des postes bilingues. En 1982, ce taux passait à 29,1 %. Si l'on tient compte également des nominations pour une période déterminée, ces pourcentages passent à 36,9 % pour 1981 et à 50,6 % pour 1982.

De même, le pourcentage de personnes nommées à des postes bilingues pour une période indéterminée, qui satisfaisaient aux exigences linguistiques des leur nomination à l'égalité augmenté, passait de 75,6 % en 1981 à 80,0 % en 1982. Par conséquent, le nombre et le pourcentage de personnes nommées qui avaient besoin de suivre des cours de langue a diminué, passant de 3 477 ou 21,0 % en 1981 à 2 151 ou 15,3 % cette année.

Cette diminution devrait avoir pour effet de raccourcir les délais de dotation attribuables au processus de détermination de l'aptitude à apprendre la langue seconde, processus administré aux candidats à des postes

bilingues depuis la modification du Décret d'exclusion sur les langues officielles en octobre 1981. C'est à partir de ce moment que les candidats unilingues à des postes bilingues dotés de façon « non impérative » ont eu à démontrer qu'ils étaient capables d'apprendre la langue seconde dans le délai fixé.

Dans certains cas, les critères et procédures initialement utilisés pour ce processus ont entraîné des retards inacceptables. Les modifications effectuées en 1982 devraient améliorer la situation. De plus, dans les régions où les délais ont été plus longs, la Commission a augmenté la fréquence à laquelle les tests diagnostiques étaient administrés et a souscrit au principe de la délégation de l'administration de ces tests aux ministères.

En outre, les tests de langue font actuellement l'objet d'une révision de manière à ce qu'ils puissent permettre de mieux évaluer les compétences linguistiques requises dans le milieu du travail.

## Égalité d'accès pour les anglophones et les francophones

Comme la Commission s'est engagée à favoriser l'égalité d'accès des francophones et des anglophones aux emplois publics, elle a mené, conjointement avec le Secrétaire du Conseil du Trésor, une étude sur toutes les nominations de personnes de certains ministères recrutées à l'extérieur de la Fonction publique dans trois régions bilingues, à savoir le Nouveau-Brunswick, le Nord et l'Est de l'Ontario et les régions bilingues du Québec. La Commission a souscrit aux recommandations et aux modifications suggérées dans le rapport du groupe d'étude. En 1983, elle collaborera donc étroitement avec les ministères concernés afin de les aider à accroître l'égalité d'accès aux emplois publics des membres des deux communautés linguistiques officielles dans les régions susmentionnées.

## Recrutement postsecondaire

Depuis l'autisme de 1979, la Commission a orienté ses campagnes de recrutement de diplômés des universités et collèges communautaires en fonction des besoins prévus des ministères. Cette année, on a recherché la candidature de diplômés universitaires dans les domaines suivants : administration des affaires, administration publique, commerce, génie, informatique, biologie, économie, mathématiques et statistiques. Des diplômés de collèges communautaires ayant fait des études en électronique, en informatique, en administration des affaires, en droit et en administration de la sécurité ont également été invités à postuler des emplois.

En 1982, 12 183 demandes d'emploi ont été présentées par des diplômés d'universités, ce qui représente une augmentation de 50,7 % par rapport à 1981. Le nombre de nominations de diplômés d'universités s'est également accru. En 1982, 909 diplômés ont été recrutés, ce qui correspond à un accroissement de 49,3 % par rapport aux 609 recrutés en 1981. Sur les personnes nommées en 1982, 38,9 % étaient francophones et 35,0 % étaient



## Divulgate de renseignements

La Commission a toujours encouragé les ministères à divulguer aux candidats non reçus à un concours ou à leurs représentants des renseignements sur leurs résultats. Il existe deux façons de divulguer ces renseignements : par l'entremise d'un comité d'appel (voir chapitre 7 du présent rapport) ou au cours d'une entrevue informelle avec les membres du jury de sélection.

Depuis bon nombre d'années, la Commission exige que tout candidat à un concours soit informé de ses résultats. En septembre 1981, elle allait plus loin en publiant une politique en vertu de laquelle les candidats non reçus doivent également être informés, s'ils en font la demande, des raisons de leur échec.

Les effets de cette politique ont commencé à se faire sentir en 1982. Il ressort de contacts avec divers ministères que cette façon de procéder s'est avérée très efficace pour répondre aux questions des candidats non reçus. Quelques mois après l'entrée en vigueur de la politique, le nombre d'appels interjetés expressément pour obtenir des renseignements sur les méthodes de sélection a semblé diminuer tandis que semblait augmenter le nombre de candidats ayant retiré leur appel après qu'on eut répondu à leurs questions.

## Délegation

Conformément aux changements actuels visant à rendre chaque ministre responsable de la gestion des carrières, la Commission a délégué cette année davantage de ses fonctions et pouvoirs relatifs au recrutement interne et externe. La Commission continuera à vérifier périodiquement l'utilisation des pouvoirs délégués et à évaluer la performance des ministères dans le domaine de la dotation. Elle modifiera de temps à autre la portée et les conditions de la délégation en fonction de ses politiques, des besoins des ministères et des mandats de service. Des détails sur les activités de délégation sont fournis au chapitre 5.

Cette nouvelle structure de délégation des pouvoirs de dotation permet aux sous-chefs et à leurs délégués de disposer d'une plus grande souplesse dans la gestion de la dotation. La nouvelle politique prévoit la délégation de tous les pouvoirs pour les groupes et niveaux professionnels visés. Elle tient les gestionnaires organisationnels responsables du choix des candidats, et les spécialistes de la dotation responsables du processus de sélection proprement dit. Cette double responsabilité au chapitre de la dotation dans la Fonction publique, pour laquelle la Commission a été mandatée, donne l'assurance que les gestionnaires sont pleinement responsables de l'exécution de leurs programmes et que les agents du personnel veillent au respect des principes régissant la dotation.

## Zone de concours

Afin d'éclaircir certaines questions concernant l'admissibilité aux concours, la Commission a jugé qu'il lui fallait revoir sa politique sur les zones de concours, en particulier en ce qui a trait aux membres des Forces armées

En 1982, la Commission entreprenait la réalisation d'un ambitieux projet qui consistait à organiser un Répertoire national de candidats (R.N.C.). Des sa mise sur pied, ce système assure une meilleure utilisation et un meilleur contrôle du répertoire des postulants. Il permettra également à la Commission de se conformer à l'esprit de la *Charte canadienne des droits et libertés* et à ses dispositions.

La Commission utilisera le système pour recruter les candidats les plus qualifiés en vue de les présenter pour des postes. Le système permettra également aux agents de dotation de traiter un volume important de demandes d'emploi et de recenser plus facilement les candidats pouvant posséder les compétences voulues.

Le R.N.C. permettra en outre aux Canadiens de s'inscrire aux répertoires de postulants que les ministères et organismes utilisent pour doter des postes partout au Canada. Les bureaux de la Commission dans toutes les provinces et les deux territoires disposeront de renseignements sur les postulants, quel que soit l'endroit où ils font leur demande. En outre, il sera possible de tenir compte des demandes provenant de personnes qui désirent un emploi à l'extérieur de la région dans laquelle elles résident. Le système pourra également fournir aux postulants des renseignements et des conseils relativement aux postes de la Fonction publique qui correspondent à leurs compétences, qu'ils soient situés dans leur province de résidence ou dans n'importe quelle autre province. Cela devrait avoir pour effet de favoriser la participation de personnes de toutes origines habitant dans toutes les régions du pays.

De plus, le R.N.C. aidera les membres de groupes sous-représentés à se prévaloir de leur droit à la mobilité conformément à la *Charte canadienne des droits et libertés*. Le système leur permettra d'accroître leurs chances d'être considérés pour un emploi dans la Fonction publique fédérale lorsqu'ils auront voulu préciser qu'ils font partie d'un groupe sous-représenté.

canadiennes. La Commission a donc décidé, après avoir consulté le ministre concerné et l'agent négociateur, que

vice de réserve de classe « C » puisque ces derniers remplissent les mêmes fonctions.

Également, la description de la zone de concours qui visait auparavant « les employés » a été précisée, et la

la Loi sur l'emploi dans la Fonction publique ». De même, l'ancienne zone de concours qui visait « les employés de la Fonction publique », a été remplacée par la zone visant « les personnes employées ou réputées employées dans la Fonction publique ».



### 3 Dotation de la Fonction publique

Pour que le principe du mérite puisse être respecté, ses facteurs essentiels, à savoir l'équité, la sensibilisation, l'efficacité et l'efficacité, ainsi que l'égalité d'accès à l'emploi doivent demeurer en harmonie. Il est important que les améliorations apportées au système du mérite n'en compromettent pas l'équilibre. Par exemple, un mécanisme visant à l'encourager l'efficacé ne doit pas aller à l'encontre de l'équité ou d'un autre facteur. C'est en tenant compte de cet état de choses que l'on a procédé aux améliorations suivantes des pratiques de dotation.

#### Réformes

Dans le cadre de la politique de la Commission visant à accroître la souplesse de la dotation, le régime de dotation a fait l'objet de réformes importantes cette année. Parmi ces réformes citons l'examen continu du *Règlement sur l'emploi dans la Fonction publique*. Les cinq principaux critères utilisés pour déterminer si des articles devaient être conservés, modifiés ou abrogés étaient les suivants : les articles doivent permettre l'application pratique de la *Loi sur l'emploi dans la Fonction publique*, s'appuyer entièrement sur la Loi, ne pas restreindre les pouvoirs discretionnaires que la Commission possède déjà, être explicites, appropriés et applicables, et ne pas traiter de questions de procédures.

Après une étude minutieuse du *Règlement* en fonction de ces critères, la Commission a abrogé les articles suivants :

- Article 1—Appréciations de rendement  
Cet article a été abrogé parce que la Loi ne contient aucune disposition particulière à ce sujet et que la politique du Conseil du Trésor traite de la question.
- Article 17—Âge  
L'abrogation de cet article a été jugée nécessaire, d'une part parce qu'il pouvait être considéré comme discriminatoire, et d'autre part parce que les normes de sélection n'y faisaient plus référence depuis un certain temps.
- Article 22—Listes d'admissibilité  
Cet article permettait de faire des nominations à partir des listes d'admissibilité sans suivre l'ordre du mérite lorsqu'il était nécessaire de recruter des candidats possédant des qualités spéciales. Étant donné son ambiguïté, cet article était rarement appliqué. En fait, comme l'article 18 de la Loi fait état des « postes [...] comportant des occupations semblables » mais ne mentionne aucunement les « qualités spéciales », l'article 22 était probablement *ultra vires*.
- Paragraphe 28(4)—Période de stage pour les délégués mentaux  
Bien qu'à l'origine ce paragraphe ait eu pour objet d'aider les employés auxquels était imposée une prolongation du stage probatoire, il pouvait être considéré comme discriminatoire.

- Paragraphe 29(2)—Délai de préavis pour la période de stage  
L'abrogation de ce paragraphe découle de celle du paragraphe 28(4).
- Article 5.—Répertoire  
Cet article avait pour objet de servir de fondement juridique aux modifications apportées au PERMATRI, il y a cinq ans. Comme le PERMATRI a été remplacé par le Système d'information des ressources de gestion (S.I.R.G.), cet article n'est plus nécessaire.
- Article 9—Concours simultanés  
Au moment de la révocation de cet article, la Commission a publié un exposé de principes fondé sur l'article 11 de la Loi qui précise que les nominations à la Fonction publique doivent normalement se faire parmi les employés de la Fonction publique. Cependant, les ministères auxquels la Commission a délégué le pouvoir de nommer des personnes de l'extérieur à certains groupes et niveaux sont autorisés à faire de telles nominations, s'ils respectent les directives s'appliquant aux présentations et au recrutement et s'ils jugent que cette façon de procéder est dans l'intérêt de la Fonction publique.
- Article 27—Nomination au poste d'un employé en congé  
La modification de cet article a représenté cette année une étape importante pour la Commission. En effet, les circonstances entourant les nominations pour une période indéterminée à des postes d'employés en congé sont maintenant clairement établies. Ce changement a été amené en partie par les nouvelles dispositions sur les congés des employés autres que ceux qui reviennent d'un congé de maternité, comprises dans les politiques du Conseil du Trésor et dans certaines conventions collectives.

Le recrutement de personnes de l'extérieur de la Fonction publique peut s'imposer, par exemple, lorsqu'il s'agit de doter des postes dans les secteurs de pénurie reconnus et des postes de niveau d'entrée, ou de promouvoir l'égalité d'accès à l'emploi des groupes sous-représentés. Les ministères doivent toutefois prendre en considération les aspirations et plans de carrière des employés, et tenir compte des candidats qualifiés dans d'autres groupes professionnels et dans les zones de concours élargies.

- Article 22—Listes d'admissibilité  
Cet article permettait de faire des nominations à partir des listes d'admissibilité sans suivre l'ordre du mérite lorsqu'il était nécessaire de recruter des candidats possédant des qualités spéciales. Étant donné son ambiguïté, cet article était rarement appliqué. En fait, comme l'article 18 de la Loi fait état des « postes [...] comportant des occupations semblables » mais ne mentionne aucunement les « qualités spéciales », l'article 22 était probablement *ultra vires*.
- Paragraphe 28(4)—Période de stage pour les délégués mentaux  
Bien qu'à l'origine ce paragraphe ait eu pour objet d'aider les employés auxquels était imposée une prolongation du stage probatoire, il pouvait être considéré comme discriminatoire.

Dans le cadre de la politique de la Commission visant à accroître la souplesse de la dotation, le régime de dotation a fait l'objet de réformes importantes cette année. Parmi ces réformes citons l'examen continu du *Règlement sur l'emploi dans la Fonction publique*. Les cinq principaux critères utilisés pour déterminer si des articles devaient être conservés, modifiés ou abrogés étaient les suivants : les articles doivent permettre l'application pratique de la *Loi sur l'emploi dans la Fonction publique*, s'appuyer entièrement sur la Loi, ne pas restreindre les pouvoirs discretionnaires que la Commission possède déjà, être explicites, appropriés et applicables, et ne pas traiter de questions de procédures.

Après une étude minutieuse du *Règlement* en fonction de ces critères, la Commission a abrogé les articles suivants :

Cet article a été abrogé parce que la Loi ne contient aucune disposition particulière à ce sujet et que la politique du Conseil du Trésor traite de la question.

Article 17—Âge

L'abrogation de cet article a été jugée nécessaire, d'une part parce qu'il pouvait être considéré comme discriminatoire, et d'autre part parce que les normes de sélection n'y faisaient plus référence depuis un certain temps.

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## Programmes internationaux

Les efforts en vue d'améliorer la représentation du Canada dans les organismes internationaux se sont poursuivis cette année tant à l'égard du nombre que du genre de postes visés. Grâce aux efforts conjugués de la Commission, du ministère des Affaires extérieures et des autres ministères et organismes fédéraux concernés, 50 Canadiens ont reçu des affectations internationales. Voici quelques-uns des postes de niveau supérieur auxquels des Canadiens ont été nommés : sous-secrétaire général adjoint de l'Organisation météorologique mondiale; sous-secrétaire général adjoint des Affaires scientifiques et environnementales à l'O.T.A.N.; secrétaire général adjoint du Bureau des services financiers au Secrétariat des Nations Unies; directeur des programmes de la Banque asiatique de développement; principal conseiller en renmuration de la Banque mondiale; et vérificateur général de la République de Vanuatu.

## Programme Cours et affectations de perfectionnement

Établi en 1968, le programme Cours et affectations de perfectionnement (Cap) constitue un programme intégré de formation professionnelle à l'intention des cadres intermédiaires possédant le potentiel nécessaire pour accéder à la catégorie de la gestion. Cap est également devenu un élément important du ressourcement des postes de gestion de niveau supérieur. Il met l'accent sur l'importance pour les participants d'entreprendre des affectations à des postes organiques de façon à accroître leur compétence en gestion.

En 1982, on a introduit le profil du participant comme outil de planification permettant d'intégrer les trois phases du programme, à savoir la sélection, les cours et les affectations. Ces profils sont établis à partir du *Guide de sélection concernant la dotation de la catégorie de la gestion* qui énonce les exigences fondamentales des postes de gestion supérieure et de direction. Ils permettent de déterminer les besoins des participants, besoins dont il est tenu compte d'abord dans les plans de carrière élaborés par les organismes parrains et, plus précisément, au cours de la phase du cours et celle des affectations.

En 1982, Cap a reçu 38 participants. À ce jour, le nombre total des participants au programme s'élève donc à 1092. Sur les 804 fonctionnaires fédéraux qui ont terminé le programme, 69 % ont atteint les niveaux SM ou EX. Cap sert également à promouvoir l'égalité d'accès à la Fonction publique. Sont passés par Cap 15 des 98 fonctionnaires qui occupent actuellement un poste de niveau EX et 61 des 414 francophones du même niveau. À la fin de l'année, Cap comptait 216 participants dont 70 femmes et 76 francophones.

## Programmes spéciaux de perfectionnement

Outre son cours de gestion, Cap offre aux cadres intermédiaires le choix de participer à des programmes spéciaux de perfectionnement grâce auxquels ils peuvent poursuivre des études en Angleterre, en France, en Belgique ou à Québec pour ensuite participer à la phase des affectations. Les ministères et organismes fédéraux préparent les candidats à l'un ou à l'autre de ces programmes, mais la sélection finale incombe au jury de révision des sélections composé de cadres supérieurs de divers ministères. En 1982, les candidatures de 10 fonctionnaires ont été présentées, mais aucune n'a été retenue.

Un certain nombre de stagiaires en gestion venus d'Europe ont poursuivi des affectations au Canada. Quatre élèves de l'École nationale d'administration de Paris sont venus faire de courts stages aux paliers fédéral, provincial et municipal. Par ailleurs, dans le cadre du Programme d'échanges Royaume-Uni-Canada, trois fonctionnaires du Royaume-Uni ont accepté une affectation d'une année ou deux dans des ministères fédéraux à Ottawa.

Différents cours sont offerts aux SM et aux EX, y compris les sous-ministres adjoints. Au moment de choisir les participants, on s'efforce d'équilibrer leur représentation en faisant appel tant aux cadres des organismes centraux qu'à ceux des administrations centrales et des bureaux régionaux.

## Orientation

Les politiques en matière d'orientation concernant la catégorie de la gestion ont été publiées dans un volume du *Manuel de gestion du personnel* spécialement consacré à la catégorie. Les cadres de direction et de gestion supérieurs bénéficient de quatre genres de services d'orientation qui touchent la présentation de candidats aux ministères, la planification des résultats d'entrevues de sélection, la communication des résultats d'entrevues de sélection, la planification des carrières et l'information sur les moyens de recours.

En ce qui concerne la présentation de candidats aux ministères, les SM et les EX qui souhaitent changer d'emploi reçoivent de l'information sur les débouchés actuels et prévus, ainsi que sur les postes et programmes qu'ils demandent à connaître. Lorsqu'ils demandent à connaître leurs résultats à une entrevue de sélection, les candidats examinent leur rendement et reçoivent des conseils sur la façon d'améliorer leur comportement à ces entrevues. Quant aux séances d'orientation, elles permettent aux SM et aux EX de revoir leurs plans de carrière et de discuter de leurs perspectives d'avenir. Enfin, lorsqu'ils cherchent à connaître quels sont les moyens de recours offerts relativement aux nominations, les employés sont informés des droits que leur accorde le processus de dotation et des façons de résoudre les difficultés qu'ils peuvent rencontrer dans leur cheminement de carrière.

## Planification des carrières et de la relève

La Commission s'attend à ce que tous les ministères et organismes élaboreront des plans annuels en matière de ressources humaines pour leur équipe de gestion et les lui présenteront. Ces plans permettront à la Commission de répondre efficacement aux besoins en ressources humaines des ministères. Ils servent également de base à la planification d'ensemble pour la catégorie, y compris l'examen des plans ministériels applicables aux membres des groupes sous-représentés. La Commission aide les ministères qui le désirent à élaborer de tels plans. Elle a également rencontré des représentants ministériels afin de préciser les rôles et responsabilités respectifs des ministères et des organismes centraux dans la planification des ressources humaines et dans le but d'élaborer un cadre de planification de leurs équipes de gestion.

Pour faire en sorte que la Fonction publique ait en réserve un groupe de candidats expérimentés et hautement qualifiés pour occuper des postes de cadres, on procède actuellement à la mise en œuvre d'une politique plus dynamique de gestion des carrières. La Commission a centré son énergie sur les postes à pourvoir aux niveaux les plus élevés en établissant un processus officiel de planification du perfectionnement et de la relève pour ces postes, soit le Comité consultatif sur le personnel supérieur.

## Programme Échanges Canada

Lancé en 1971, ce programme vise à promouvoir la confiance mutuelle et la collaboration entre la Fonction publique et les autres secteurs, grâce à des échanges temporaires de personnel supérieur. Ces affectations permettent aux deux parties de mieux connaître leurs milieux de travail respectifs et de mieux comprendre les objectifs, les méthodes de travail et les problèmes de chaque secteur. Elles favorisent aussi l'échange, pour le bénéfice commun, de compétences, de connaissances et de méthodes de gestion. En 1982, 160 échanges ont eu lieu, 136 échanges en hausse de 17,6 % par rapport aux 116 échanges de 1981. Le nombre des affectations en cours se trouve donc porté à 284.

Pleine feux sur le secteur privé, ensemble de mesures spéciales visant à accroître la participation du secteur privé au programme Échanges Canada, a connu cette année un succès remarquable. Pour la première fois depuis la mise en œuvre du programme, la proportion des participants a basculé en faveur des cadres du secteur privé puisqu'elle s'est établie à 40 pour 23.

En 1982, Pleins feux sur le secteur privé visait non seulement à accroître le nombre de participants au programme, mais également à élargir la portée des échanges en termes d'importance, de variété et de répartition géographique des sociétés participantes. Impérial Oil Ltée, la Banque Royale du Canada, la Banque de Montréal, Dome Petroleum, Bombardier Inc., Union Carbide Ltée, Manca Ltée, IBM Canada, Les Services Lavalin Inc., H.B. Nickerson and Sons, et Peat, Marwick & Mitchell pour n'en nommer que quelques-unes, comptent parmi les sociétés qui y ont participé cette année.

Un cours d'orientation a été offert aux participants d'Échanges Canada en février et en novembre 1982. Fondé sur le cours d'orientation donné aux cadres de direction nouvellement nommés, ce cours a été condensé et adapté aux besoins particuliers des participants d'Échanges Canada.

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# L'application du mérite

## 2 Dotation de la catégorie de la gestion

Avec la mise en place de la catégorie de la gestion, la Commission de la Fonction publique a regroupé tous les aspects de ses responsabilités à l'égard des cadres en une seule direction générale, appelée Direction générale des programmes de la catégorie de la gestion. Cette direction générale a pour fonction d'élaborer, de faire connaître et de mettre en œuvre dans toute la Fonction publique des politiques et des lignes directrices concernant la dotation de la catégorie de la gestion. Elle est chargée de l'exécution de tous les programmes de la Commission visant la catégorie, tels les programmes d'élaboration de la planification des carrières, l'analyse et la planification des ressources humaines, l'orientation professionnelle, l'égalité d'accès à l'emploi, les langues officielles, et la sélection de candidats aux programmes d'orientation et de perfectionnement des cadres de gestion.

### Ressourcement de la catégorie de la gestion

En 1982, la plupart des gestionnaires de niveau immédiatement inférieur à celui de la direction sont devenus membres du groupe de la gestion supérieure (SM). Bien que la transposition des postes ne soit pas encore terminée, on s'attend à ce que le groupe SM compte environ 2 000 membres. Si l'on tient compte des 1 968 membres du groupe de la direction (EX), la catégorie comprend près de 4 000 personnes.

Pour accroître l'efficacité du service, la Commission a intégré les anciens programmes de Ressourcement en cadres de la haute direction et de Dotation des cadres supérieurs au Programme de ressourcement de la catégorie de la gestion. Cette intégration lui a permis d'adapter ses services de ressourcement\*, de planification des carrières, d'analyse et de planification des ressources humaines, et d'orientation professionnelle aux EX, aux SM et aux groupes de relève.

En 1982, 718 fonctionnaires ont été nommés à des postes de la catégorie de la gestion, soit 202 pour le groupe SM et 516 pour le groupe EX. Cent quarante d'entre eux changeaient de ministère tandis que 69 personnes étaient recrutées de l'extérieur de la Fonction publique.

**Portefeuilles**

Pour mieux concilier ses services et les activités gouvernementales, le Programme de ressourcement de la catégorie de la gestion réunit quatre portefeuilles chargés respectivement de l'économie, des affaires sociales, des relations externes et de la défense, et des services gouvernementaux. Les groupes de ministères à vocation analogue servent pour chaque portefeuille se retrouvent généralement dans les mêmes enveloppes du Système de

\* Un processus intégré comprenant la planification, la sélection, le recrutement, afin d'assurer la nomination, le déploiement et le perfectionnement des cadres de gestion et de direction de la Fonction publique fédérale.

gestion des politiques et des dépenses. Ce mode de structuration amène les directions générales à tenir compte, dans leurs activités, de l'importance accordée actuellement à l'amélioration de la gestion des ressources humaines et financières au sein de la Fonction publique. Chaque portefeuille réunit en un service organisationnel les principales activités suivantes :

- l'analyse des plans ministériels en matière de ressources humaines;
- l'élaboration de plans de succession pour l'ensemble de la Fonction publique en vue de combler les postes clés;
- la réaffectation des gestionnaires;
- la sélection des futurs membres de la catégorie par le biais des concours;
- un service d'orientation aux membres de la catégorie;
- un service de consultation offert aux fonctionnaires et aux candidats de l'extérieur désireux d'accéder à la catégorie;
- la détermination des besoins en formation et en perfectionnement.

### Politique concernant les langues officielles

Pour que le gouvernement puisse atteindre ses objectifs de réforme linguistique, il est d'une importance vitale que les membres de la catégorie de la gestion connaissent les deux langues officielles. Par conséquent, à compter du 31 décembre 1982, toute personne accédant au groupe EX et nommée à un poste bilingue dans une région bilingue doit obligatoirement posséder le niveau B de connaissance de la langue seconde et pouvoir en faire la preuve au cours d'une entrevue de sélection. Ces mêmes conditions s'appliquent à toute personne nommée à un poste de sous-ministre adjoint dans la Région de la capitale nationale. La politique applicable aux autres membres du groupe EX et aux membres du groupe SM demeure inchangée.

### Formation des cadres de gestion

Le Programme de ressourcement de la catégorie de la gestion aide à recenser et à choisir les personnes qui suivront les cours d'orientation en gestion offerts à Touraine par le Centre de formation de la Direction générale du perfectionnement de la Commission. La politique du Conseil du Trésor exige désormais qu'une formation obligatoire en gestion soit assurée à tous les membres de la catégorie. Après quelques réticences bien compréhensibles à participer à ces cours, la réaction des cadres est maintenant positive.



De plus, le système du mérite doit être à la fois souple et intégré : souple, pour permettre les ajustements nécessaires au maintien de l'équilibre entre les différents facteurs du mérite; intégré, afin que ses différentes composantes — dotation, vérification et recours — concourent à la réalisation du but premier de la Commission : l'application intégrale du mérite dans toutes les activités de dotation de la Fonction publique.

La Commission a fait des efforts marqués pour garantir le respect du mérite et pour assurer que les personnes postulant un emploi soient traitées avec justice et impartialité. C'est pour cela qu'elle exige que les candidats qui en font la demande soient mis au courant des raisons ayant motivé la décision du jury de sélection. La fonction de vérification a également été renforcée par la mise sur pied d'un Comité consultatif de la délégation et par l'ajout d'une phase de postvérification. La vérification, d'abord fondée uniquement sur la conformité à la Loi et au Règlement sur l'emploi dans la Fonction publique, évalue également la gestion globale du processus de dotation par les ministères et organismes à qui l'on a délégué ces pouvoirs.

La Loi sur l'emploi dans la Fonction publique prévoit également que tout candidat non reçu peut en appeler d'une nomination à la suite d'un concours restreint aux seuls employés de la Fonction publique. De plus, tout employé peut faire appel d'une nomination sans concours faite au sein de la Fonction publique, si la Commission est d'avis que ses chances d'avancement s'en trouvent amoindries, ou d'une recommandation de renvoi ou de rétrogradation pour incompétence ou incapacité.

La Commission établit un comité d'appel qui prend sa décision indépendamment de la Commission. La décision du comité lie toutes les parties, et la Commission doit, dans le cas d'une nomination, confirmer celle-ci ou l'annuler et, dans le cas d'un renvoi ou d'une rétrogradation, accepter ou rejeter la recommandation du sous-chef selon ce que requiert la décision du comité. Seules la Cour fédérale et subséquemment la Cour suprême peuvent renverser cette décision.

Le mécanisme des enquêtes est beaucoup plus souple et permet à tout employé ou à toute personne postulant un emploi dans la Fonction publique de faire étudier une plainte, qu'elle implique un processus de dotation, un cas de discrimination ou tout autre aspect de l'application de la Loi sur l'emploi dans la Fonction publique. (Voir le chapitre 7 pour une revue des activités de la Commission dans ce domaine pendant l'année 1982).

Les recours formels prévus par la Loi font intégralement du système du mérite. Ils permettent de mettre le principe du mérite en évidence et d'apporter une correction lorsqu'il n'a pas été respecté.

## Conclusion

La Commission aura bientôt soixante-quinze ans d'expérience dans l'application du mérite aux processus de dotation de la Fonction publique; elle n'en continue pas moins de découvrir de nouvelles façons de l'appliquer et de l'adapter aux exigences qui surgissent. Le mérite est un principe actif qui doit être constamment réinterprété pour que la Fonction publique continue à évoluer et à répondre aux attentes du Parlement, du gouvernement et de la population canadienne.

### Les groupes sous-représentés

Depuis un certain temps, la Commission a mis en place un encouragement divers programmes pour établir une participation équitable des différents groupes de la société canadienne à la Fonction publique. Ces programmes visent à accroître les perspectives d'emploi et de perfectionnement des femmes, des autochtones et des handicapés.

Persuadés que l'effet de ces programmes ne se fait pas sentir assez rapidement, certains proposent des moyens plus radicaux d'assurer une représentation équitable, comme le contingentement des emplois ou l'établissement de préférences généralisées pour les groupes sous-représentés. La Commission rejette ces approches parce qu'elles établiraient deux classes de fonctionnaires : ceux qui auraient obtenu un emploi dans le respect du mérite et ceux qui en auraient obtenu un en raison de leur appartenance à un groupe sous-représenté. Une telle division au sein de la Fonction publique conduirait à une baisse de la motivation et du rendement des fonctionnaires au moment même où il importe d'améliorer la productivité de la Fonction publique.

D'autres, à l'inverse, croient que les programmes actuels non seulement contreviennent à la Loi sur l'emploi dans la Fonction publique et compromettent le mérite, mais nuisent aussi à l'efficacité et à l'efficacité de la Fonction publique. C'est mal comprendre ces programmes dont le but premier est d'identifier et d'éliminer les obstacles qui entravent indument pour les membres de certains groupes de notre société l'accès aux postes de la Fonction publique ou les chances d'avancement au sein de celle-ci. Ce sont justement ces obstacles qui, en privant la Fonction publique des talents et des compétences des personnes de certains secteurs de la population, rendent la Fonction publique moins sensible aux besoins de la population canadienne et nuisent à l'efficacité des programmes et services gouvernementaux.

Pour assurer une véritable égalité d'accès, la Commission a adopté plusieurs mesures particulières, comme des campagnes de recrutement spéciales axées sur les femmes et les francophones, des répertoires pour renseigner les personnes qui sont qualifiées pour occuper des postes dans des secteurs spécialisés, et des programmes spéciaux de formation tels que le programme Carrières Grand Nord pour les autochtones. Elle est également allée beaucoup plus loin, c'est-à-dire jusqu'à l'adoption de décrets d'exclusion pour permettre aux arrière-pensées d'entrer à la Fonction publique sans avoir à se présenter à un concours et pour mener des expériences de durée limitée dans des secteurs non traditionnels, comme le projet permettant l'embauche de femmes dans des pénitenciers d'hommes ou le programme de formation pour les autochtones au niveau de la gestion supérieure aux Affaires indiennes.

### La protection du mérite

Aucun système n'est parfait. Il est donc inévitable que certaines erreurs se produisent, que l'application du mérite soit occasionnellement contestée et que certaines personnes aient parfois l'impression que la règle d'équité n'a pas été respectée.

Les mécanismes qui ont pour but de garantir l'intégrité du mérite dans la Fonction publique sont de trois ordres. Premièrement, dans le cadre de la délégation, les ministres sont responsables de veiller à l'application du mérite dans toutes leurs activités de dotation. Deuxièmement, la Commission vérifie périodiquement l'exercice des pouvoirs délégués de dotation. Troisièmement, la Loi sur l'emploi dans la Fonction publique prévoit des recours qui comprennent les appels et les enquêtes.

### Les outils de sélection

Quoique souvent lié aux mesures visant à promouvoir l'égalité d'accès, l'examen des outils de sélection, qu'il s'agisse des normes de sélection ou des outils d'évaluation, vise un objectif distinct : l'évaluation objective des qualités des candidats en fonction des exigences particulières des postes à combler. Les outils de sélection doivent évoluer pour refléter les nouvelles réalités de notre société et pour répondre aux besoins d'une gestion efficace et efficiente. Par exemple, la Commission reconnaît que le travail à temps partiel ou le bénévolat peuvent offrir un candidat d'acquies une expérience valable sur le plan des qualités personnelles, des capacités et des aptitudes développées ainsi que des connaissances acquises.

L'autre part, la Commission appuie le Conseil du Trésor lorsqu'il demande aux ministères d'établir des objectifs réalistes en ce qui concerne l'amélioration de la représentation de certains groupes et elle favorise les programmes encourageant les gestionnaires à assumer leurs responsabilités dans ce domaine.

Cet exemple montre que le mérite n'est pas un principe absolu mais qu'il doit être appliqué de façon rationnelle et réaliste. Ainsi pour le recrutement, on doit prendre en considération la disponibilité des compétences recherchées et les avantages liés au fait d'étendre ou de restreindre la zone de concours. La Loi sur l'emploi dans la fonction publique exige également que l'on tienne compte des aspirations légitimes des fonctionnaires relativement à leur avancement en établissant que les nominations doivent se faire parmi les employés de la Fonction publique à moins que la Commission juge que cette façon de procéder n'est pas la mieux adaptée aux intérêts de la Fonction publique.

Considérons le point de vue de plusieurs gestionnaires qui affirment que le système de mérite, c'est-à-dire les règlements, les politiques, les procédures et les méthodes d'emploi, leur lient les mains et nuisent à leurs efforts pour assurer l'efficacité et l'efficacité des programmes et services gouvernementaux. Pour répondre à cette préoccupation fondamentale, la Commission a conduit depuis 1980 des études sur les modes de dotation en vigueur. Ces études ont permis d'identifier et d'éliminer certaines étapes non essentielles et de modifier les procédures afin d'accroître les processus de recrutement, de sélection et de nomination (voir le chapitre 3).

On doit également tenir compte du fait qu'environ 98 % des activités de dotation ont été déléguées aux ministères et que les instruments de délégation permettent d'adapter les pouvoirs délégués à leurs besoins particuliers. Le plan d'amélioration de la dotation par délégation établi pour Travaux publics Canada, dont fait état le chapitre 5, marque le début d'une nouvelle ère dans le domaine de la dotation à la Fonction publique où les ministères se voient accorder la souplesse nécessaire pour gérer leurs activités de dotation avec efficacité et efficacité.

Les ministères doivent non seulement pouvoir obtenir un personnel hautement qualifié dans des délais et à des coûts raisonnables, ils doivent également être en mesure de mettre à profit les talents et les connaissances de ces personnes une fois qu'elles sont à l'emploi de la Fonction publique. C'est dans ce but que la Commission a fait approuver un décret d'exclusion autorisant la mutation des membres de la catégorie de la gestion, pourvu que la classification des cadres ainsi mutés reste la même. Par conséquent, les sous-chefs peuvent affecter leurs principaux collaborateurs selon les besoins précis de leurs ministères et les compétences particulières des membres de leur équipe de direction.

L'intérêt public exige que l'interprétation du mérite tienne compte des quatre facteurs suivants :

- Efficacité et efficacité, parce que les politiques et les méthodes d'emploi doivent donner aux gestionnaires les moyens d'assurer que les programmes et les services dont ils sont responsables produisent les résultats attendus au coût le moins élevé pour le contribuable.
- Sensibilisation, parce que les fonctionnaires doivent, grâce à leur formation, à leurs connaissances et à leur expérience, comprendre les intérêts des différents publics qu'ils desservent.
- Égalité d'accès, parce que les candidats aux postes de la Fonction publique doivent être protégés contre toute discrimination illégitime et que l'égalité des chances pour tous doit être assurée.
- Équité, parce que tous les employés et toutes les personnes postulant un emploi à la Fonction publique doivent être traités avec justice et impartialité.

Pour que le mérite soit respecté, il faut assurer un équilibre entre ces différents facteurs grâce à des ajustements rationnels qui devront suivre l'évolution des besoins de la Fonction publique et les attentes de la population canadienne telles qu'exprimées par le Parlement et le gouvernement. En d'autres termes, on ne doit pas pour tenir compte d'un des facteurs du mérite, compromettre ou diminuer l'importance d'un autre facteur. Parallèlement, il est essentiel que les compétences et les qualités des candidats fassent l'objet d'une évaluation objective en fonction des tâches à remplir. Si l'on tient compte de ces exigences, le mérite ne sera dissocié ni des attentes et des valeurs des différentes collectivités de la société canadienne, ni des conditions particulières pouvant affecter l'ensemble de la Fonction publique ou une de ses composantes.

## L'application du principe d'efficacité et d'efficace

Le but du principe du mérite a toujours été d'assurer que soient nommées à la Fonction publique des personnes qualifiées. Perçu sous cet angle, le principe du mérite répond aux besoins d'une saine gestion. Il n'en reste pas moins que certaines situations mettent en opposition divers facteurs du mérite. Ainsi, au nom de l'égalité d'accès et afin de recruter les personnes les plus qualifiées possible, on pourrait croire que tous les concours — qu'il s'agisse de combler un poste de gestionnaire, de spécialistes, de secrétaire ou de messager — devraient être ouverts à l'ensemble de la population canadienne. Les coûts et les délais qu'entraînerait une telle interprétation du mérite font que personne n'envisage sérieusement de la mettre en œuvre.



## Le principe du mérite

### 1 Un concept dynamique

L'année 1983 marquera le soixante-quinzième anniversaire de l'instauration du mérite comme principe fondamental de la dotation dans la Fonction publique. En effet, c'est en 1908 que le Parlement adopta la *Loi sur le Service civil* mettant ainsi fin au favoritisme qui perdurait dans les pratiques d'embauche. Depuis, le mérite ainsi que les politiques et méthodes d'emploi établies pour l'appliquer offrent une garantie de l'impartialité de la Fonction publique et de la compétence des fonctionnaires qui y travaillent. De façon concrète, le mode de dotation fondé sur le mérite assure l'égalité d'accès aux postes de la Fonction publique et donne aux ministères et organismes le moyen d'obtenir le personnel nécessaire à la mise en œuvre des services et programmes établis par le Parlement et le gouvernement en vue de répondre aux besoins de la société canadienne.

Au cours des dernières années, l'interprétation et l'application du mérite ont soulevé de nombreuses questions : « Peut-on appliquer rigoureusement le principe du mérite sans que cela entraîne une diminution importante de l'efficacité ? Les programmes mis sur pied pour promouvoir la participation des différentes collectivités de notre société au sein de la Fonction publique compromettent-ils le mérite ? Des mesures telles que la révision des normes de sélection et l'utilisation de techniques spéciales d'évaluation et de sélection ne sont-elles qu'une façon détournée de faire de la discrimination ?

Il est d'autant plus difficile de discuter de ces questions que le mérite lui-même est défini de différentes façons par différents groupes de personnes. Certains affirment que le mérite exige que les personnes les mieux qualifiées du pays soient nommées aux postes vacants, ce qui signifie que tous les concours doivent être ouverts à l'ensemble de la population, d'autres voient dans ce principe une garantie de non-discrimination et la promesse que les différentes collectivités de la société canadienne pourront atteindre une participation équitable au sein de la Fonction publique; enfin, plusieurs jugent que seuls les aptitudes et les compétences professionnelles des candidats doivent être prises en considération alors que d'autres estiment qu'il faut tenir compte aussi des exigences de la gestion et des préoccupations du public. Des éclaircissements s'imposent.

#### L'interprétation du mérite

La Fonction publique a beaucoup évolué depuis 1908, à l'instar de la population et du gouvernement du Canada qu'elle a mission de servir. Son rôle dans la vie économique et sociale du pays est devenu de plus en plus important avec la croissance des opérations gouvernementales, ce qui exige que la gestion soit encore plus axée sur l'efficacité et l'efficacite. Elle est également plus consciente de la diversité de la société canadienne et des réclamations des différentes collectivités qui la composent. L'évolution de la société et de la Fonction publique exige que l'interprétation et l'application du mérite soient constamment revues afin d'en assurer la pertinence face aux attentes du gouvernement, du Parlement et de la population et aux besoins de la Fonction publique.

#### Les dispositions de la Loi

Le dynamisme du principe du mérite est reflété dans la *Loi sur l'emploi dans la Fonction publique* (1967) qui accorde à la Commission toute la latitude voulue pour que la dotation se fasse selon les moyens les plus compatibles avec l'intérêt de la Fonction publique.

- La Loi prévoit que la Commission doit déterminer ce qu'est la sélection établie au mérite. Il est intéressant de noter que le Parlement n'a pas jugé nécessaire de donner une définition précise du mérite, laissant ainsi le soin à la Commission de l'interpréter et de l'appliquer.
- La Loi établit les règles de base de la dotation dans la Fonction publique. Elle prévoit les nominations à la suite d'un concours ouvert (aucun ne peut participer des personnes qu'elles fassent partie ou non de la Fonction publique), à un concours fermé (restreint aux seuls employés de la Fonction publique), ou selon d'autres méthodes de sélection permettant de déterminer le mérite des candidats, comme les recherches dans les répertoires. Elle prévoit également les nominations sans concours et la possibilité pour la Commission, avec l'approbation du gouverneur en conseil, d'exclure des personnes ou des postes de l'application d'une partie ou de l'ensemble de la Loi lorsqu'une telle exclusion permet d'assurer une sélection dans l'intérêt de la Fonction publique.
- La Loi permet à la Commission de déléguer aux ministères et organismes de la Fonction publique les pouvoirs de dotation. Grâce à la délégation, la Commission a pu compter aux ministères des responsabilités accrues en ce qui a trait aux activités de recrutement, de sélection et de nomination, et se consacrer à l'étalaboration de politiques et à la prestation de conseils aux ministères. Depuis plusieurs années, elle s'applique à prévoir les besoins de la Fonction publique, à évaluer les tendances de la société canadienne et à adapter les règles d'interprétation et d'application du mérite à ces besoins et tendances.

#### L'intérêt public

Responsable d'interpréter et d'appliquer le mérite en tenant compte de l'intérêt de la Fonction publique, la Commission estime qu'elle ne saurait définir cet intérêt qu'en rapport avec l'intérêt du public canadien. En effet, servir la population est la raison d'être de la Fonction publique. L'intérêt public est donc fondamentalement ; il transcende les intérêts du gouvernement, des partis politiques, de la direction et des employés de la Fonction publique.



Au moment de mettre sous presse, l'un des trois postes de commissaire était encore vacant. En 1982, les com-

missaires John Edwards et Anita Szlczak ont assumé de nouvelles responsabilités et de nouveaux défis. Leur séjour à la Commission, de 1976 à 1982, a coïncidé avec une période pendant laquelle la gestion du personnel à la Fonction publique faisait face à des défis considérables. Nous tenons à leur dire ici toute notre reconnaissance pour leur collaboration. Enfin, nous voulons rendre hommage au dévouement et à l'appui des employés de la Commission et exprimer notre gratitude aux députés, aux fonctionnaires du Conseil du Trésor, aux cadres ministériels et aux représentants des syndicats de la Fonction publique pour leur aide et leur collaboration.

Les programmes de formation en gestion destinés aux cadres de la catégorie de la gestion ont enfin été lancés en 1982 et le nombre de participants s'est élevé à plus de 500 (chapitre 6). Ces programmes sont d'une importance particulière pour mener à bien la réforme administrative en cours, laquelle exige des cadres qualifiés, compétents et bien au fait de leurs responsabilités accrues en matière de gestion du personnel et de gestion financière. En outre, la Commission a réuni dans une même direction générale appelée la Direction générale des programmes de la catégorie de la gestion (chapitre 2) tous ses programmes destinés à la catégorie de la gestion.

Ces dernières années, la Commission s'est efforcée d'appliquer des politiques qui reflètent sa conception du mérite en tant que principe dynamique (chapitre 1). Nous avons revu l'interprétation de ce principe et établi des lignes directrices pour que la sélection et le recrutement correspondent à ce que nous croyons être l'intérêt de la Fonction publique et du public canadien. Il faut faire en sorte que les gestionnaires et les spécialistes du personnel de même que les employés et leurs représentants syndicaux comprennent mieux la marge de manœuvre que permet le régime du mérite dans la prise de décision. Les gestionnaires et les agents de personnel doivent apprendre à faire bon usage de cette flexibilité afin d'adapter le processus de dotation aux circonstances. L'un de nos buts pour la prochaine année est d'amener les gestionnaires à prendre conscience des possibilités du système de dotation tout en nous assurant que les spécialistes du personnel leur fournissent les conseils et l'aide nécessaires pour répondre aux exigences de la Fonction publique dans son ensemble, aux priorités de leur ministère et aux intérêts des fonctionnaires.

Le régime de dotation en personnel a subi des transformations importantes (chapitres 3 et 5) au cours desquelles nous avons continué à mettre l'accent sur la participation des ministères et de leurs fonctionnaires. En 1982, Travaux publics Canada a adopté une approche ministérielle à la dotation et à la gestion des carrières. Tout en respectant les politiques et les règlements de la Commission, ce ministère a élaboré une formule bien adaptée à ses besoins, comprenant une philosophie et des principes de dotation, ainsi que des initiatives au niveau des opérations. Ce projet est annonciateur de la mise en place d'un système global de gestion et de planification ministérielles des ressources humaines qui donnera aux gestionnaires l'emploi dans la Fonction publique.

C'est grâce à la compétence, à la capacité d'adaptation et au sens du devoir des fonctionnaires que la Fonction publique a pu si bien répondre à l'évolution des valeurs de la société canadienne et aux exigences nouvelles du Parlement et du gouvernement. Le fait que la Fonction publique ait pu continuer à dispenser des services de qualité malgré des périodes successives de vaches grasses au début des années 70 et de vaches maigres au début des années 80, témoigne en faveur des améliorations apportées aux méthodes de gestion du personnel.

# Introduction

En 1982, la Fonction publique du Canada a été aux prises avec des défis contradictoires et des exigences paradoxales. Elle s'est vue tiraillée entre la nécessité de sabrer dans les dépenses et celle d'offrir ses services avec plus de souplesse et d'empressement. Mais la conjoncture a aussi eu pour effet d'accélérer la réforme fondamentale de la gestion du personnel déjà en cours dans la Fonction publique et dont le but est d'en arriver à une meilleure utilisation des ressources humaines affectées aux programmes et services établis par le Parlement. Il a également fallu tenir compte du nombre croissant d'exigences divergentes qui découlent des politiques gouvernementales, des nouvelles lois et de la société elle-même. Donnons quelques exemples.

En adoptant la Charte canadienne des droits et libertés, le Parlement a consacré les droits fondamentaux de tous les Canadiens. Nos politiques et méthodes d'emploi doivent respecter et promouvoir les droits des fonctionnaires et de ceux qui aspirent à le devenir. Or, le Parlement et le gouvernement s'attendent aussi à ce que les activités de dotation effectuées sous l'autorité de la Commission viennent appuyer les objectifs d'efficacité et d'efficacité des programmes et services gouvernementaux. Il importe donc que l'application de la nouvelle loi fondamentale ne soit pas cause de délais supplémentaires dans le processus de dotation.

Les programmes d'emploi destinés aux groupes sous-représentés illustrent bien la complexité actuelle. Le Parlement a adopté des lois qui interdisent toute discrimination induite en matière d'emploi. Cependant, la correction d'inégalités léguées par l'histoire fait partie des objectifs visés par les mesures d'égalité d'accès. En 1982, le public s'est intéressé de plus près à ces programmes. D'une part, certains ont proposé des mesures énergiques de redressement allant jusqu'au contingentement; d'autre part, des personnes ne laissant pas partie des groupes cibles ont déposé les premières plaintes formelles de discrimination au cours de l'année. La participation des groupes sous-représentés a continué de faire des têtes à la Fonction publique en 1982. La représentation globale des femmes à la Fonction publique est passée de 39,3 % à 40,4 % et leur nombre au sein du groupe de direction a été porté de 68 à 98. Bien que la Fonction publique ait recueilli moins de personnes handicapées en 1982 qu'en 1981 (464 par rapport à 547), un pourcentage plus élevé d'entre elles ont été nommées à des postes permanents et à l'extérieur de la Région de la capitale nationale.

Il y a aussi le paradoxe des droits politiques des fonctionnaires. D'aucuns ont prôné la levée des restrictions actuelles qui limitent la participation des fonctionnaires aux activités politiques. D'autres, en revanche, ont laissé entendre que la Fonction publique s'était par trop politisée. La question qui est soulevée est donc de savoir comment préserver l'intégrité de la Fonction publique du Canada sans priver indument ses membres de certains de leurs droits de citoyens.

En 1982, les perspectives d'emploi à la Fonction publique ont été considérablement réduites cependant que le nombre de postulants n'a cessé de grandir. Dans la Région de la capitale nationale seulement, plus de 36 000 personnes ont postulé des emplois du Soutien administratif alors que la Fonction publique n'a comblé que 6 959 postes. Le nombre de nominations à la Fonction publique a chuté de près de 25 %, réduisant ainsi les débouchés pour les fonctionnaires et les candidats de l'extérieur. Au total, les nominations à la Fonction publique et au sein de celle-ci ont diminué de 13 %.

Compte tenu des contraintes budgétaires actuelles et des critiques voulant que le régime de dotation ne réponde aux besoins ni des gestionnaires ni des employés, la Commission a accentué ses efforts en vue de simplifier le processus de sélection et de recrutement. Nous cherchons à éliminer les chevauchements de responsabilités et à adopter des méthodes simplifiées qui puissent assurer que les nominations se fassent au mieux. Nous avons cru nécessaire de sensibiliser les gestionnaires et les spécialistes du personnel aux responsabilités nouvelles et élargies qui leur incombent dans ce domaine critique.

- Le Rapport annuel de 1981 précisait qu'une clarification des rôles et responsabilités de la Commission et du Conseil du Trésor en matière de gestion du personnel était en cours. Ces efforts voulaient dissiper dans toute la mesure du possible la confusion qui existe à ce sujet chez les gestionnaires et les employés. Aux termes de l'entente générale conclue en 1981, sept accords visant les secteurs suivants ont été mis au point en 1982 :
- Programme des langues officielles dans la Fonction publique
- Vérification du personnel
- Vérification des marchés de services passés avec des particuliers
- Réaménagement de l'effectif
- Planification des ressources humaines
- Programmes de formation du personnel offerts par les organismes centraux
- Évaluation des politiques de dotation

L'année prochaine, nous nous attendons à ce que d'autres accords soient conclus concernant l'administration des programmes à l'intention de groupes sous-représentés, ainsi que la gestion de la catégorie de la gestion.

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**Direction générale des services et systèmes de gestion**

Elle est chargée d'élaborer et de coordonner les systèmes de gestion de la Commission en vue d'une administration plus efficace. Elle réunit les directions suivantes : administration, systèmes d'information et de gestion, systèmes et analyses de gestion, finances, affaires publiques, personnel, vérification interne et services et systèmes régionaux.

**Direction générale de la vérification**

Elle vérifie périodiquement les activités de dotation des députés et non délégués dans les ministères et organismes assujettis à la Loi sur l'emploi dans la Fonction publique, y compris celles de la Direction générale des études spéciales et des vérifications ponctuelles d'activités de dotation déterminées et recommandées, le cas échéant, des modifications destinées à améliorer l'efficacité du processus de dotation au sein de la Fonction publique.

**Direction générale des appels et enquêtes**

Elle établit des comités d'appel indépendants pour les cas de violation présumée de la Loi et du Règlement en matière de nomination, de promotion, de rétrogradation et de renvoi. Les arrêts des comités sont sans appel : ils lient les parties en cause ainsi que la Commission. Seule la Cour d'appel fédérale peut les rescinder. Les enquêtes dans les cas de discrimination présumée dont se plaignent aussi bien des fonctionnaires que des candidats à l'emploi sont aussi du ressort de cette direction générale. Elle assume également le rôle traditionnel d'ombudsman et s'occupe des plaintes des employés qui prétendent avoir été victimes de harcèlement ou de mesures administratives partiales. Elle se penche en outre sur les pratiques présumées douteuses qui lui sont souignées en matière de dotation.

**Direction générale du programme de la formation linguistique**

En réponse aux besoins ministériels, elle assure la formation linguistique liée aux exigences des postes. À la demande des ministères, elle élabore et dispense des cours spécialisés dans les deux langues officielles, tant dans la Région de la capitale nationale que dans les autres régions. De plus, elle offre un programme supérieur de formation linguistique. Enfin, elle dispense aide et conseils dans divers domaines liés à la formation linguistique : analyse des besoins, élaboration de cours et de programmes destinés à répondre à des besoins précis, évaluation de programmes, testing et orientation des fonctionnaires.

# Commission de la Fonction publique

## Commissaires

Les trois commissaires, dont le président, sont investis des pouvoirs que la Loi sur l'emploi dans la Fonction publique confère à la Commission de la Fonction publique. Désignés par le gouverneur en conseil pour une période de dix ans, ils ont tous trois statut de sous-chef de ministère; mais le président est le fonctionnaire administratif en chef de la Commission. Ensemble, ils établissent les politiques conformes à la Loi. Les décisions des commissaires se prennent à la majorité.

## Secrétariat exécutif

Il assure, au nom des commissaires, la planification et la coordination des stratégies générales, des politiques et des activités courantes de la Commission. Il répond aux demandes de renseignements des parlementaires, voit à la préparation du rapport annuel de la Commission et remplit diverses fonctions statutaires prévues par la Loi.

## Direction générale des programmes de la

### catégorie de la gestion

Cette direction générale établit les directives et systèmes relatifs au recrutement et à la sélection des membres de la catégorie de la gestion, conformément à la Loi et à la politique de la Commission. Elle assure la planification des carrières et de la relève et la prestation des activités de dotation pour les postes de cadre de gestion et de direction. Elle fournit également des services d'orientation aux membres de la catégorie et à ceux qui aspirent à le devenir. Enfin, la direction générale est responsable du programme Cours et affectations de perfectionnement, du programme Echanges Canada ainsi que des Programmes internationaux.

## Direction générale des programmes de

### dotation

Conformément aux dispositions de la Loi ainsi qu'aux politiques et directives de la Commission, elle établit les principes et les méthodes de dotation, les normes de sélection et les procédés administratifs touchant la dotation de la Commission et des ministères. Elle est responsable du recrutement et de la présentation des candidats de l'extérieur de la Fonction publique, ainsi que de la dotation des postes qui n'ont pas fait l'objet d'une dotation de pouvoirs. Elle surveille les activités de dotation ministérielles pour s'assurer qu'elles sont conformes aux dispositions de la Loi et du Règlement sur l'emploi dans la Fonction publique. Elle coordonne les aspects de la politique des langues officielles qui sont du ressort de la Commission, détermine les normes linguistiques concernant les postes bilingues et évalue la compétence linguistique des postulants et des titulaires. Elle dirige en outre l'Office de la promotion de la femme, le Bureau de recrutement d'autochtones et le programme Carrières Grand Nord. Elle s'occupe enfin de certaines activités liées à la planification des ressources humaines.

L'honorable Serge Joyal  
Secrétaire d'Etat du Canada  
Chambre des communes  
Ottawa

Monsieur le Ministre,

Nous vous prions de bien vouloir déposer à la Chambre  
des communes le rapport de 1982 de la Commission de la  
Fonction publique du Canada.

Nous soumettons notre rapport au Parlement en con-  
formité des dispositions de l'article 45 de la Loi sur  
l'emploi dans la Fonction publique du chapitre 71 des Sta-  
tuts du Canada de 1966/1967.

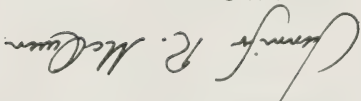
Veuillez agréer, Monsieur le Ministre, l'assurance de  
notre très haute considération.

Le Président,



Edgar Gallant

Le Commissaire,



Jennifer R. McQueen

Les faits saillants de ce rapport et la question de l'égalité d'accès à l'emploi  
font l'objet d'un résumé en braille et sur bande magnétique.

1948-1983  
35

Anniversaire de la Déclaration universelle  
des droits de l'homme, le 10 décembre 1983

Anniversary of the Universal Declaration  
of Human Rights, December 10, 1983



# Rapport annuel

1982

©Ministre des Approvisionnements et Services  
Canada 1983  
Numéro de catalogue: SC1-1982  
ISBN 0-662-52395-4

1982

Rapport  
annuel







BINDING SECT. SEP 20 1984





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